



Annual Report 2017



The CRC is a voluntary organisation, national charity and public benefit entity working with over 4,000 children and adults with disabilities in Ireland. We offer a wide range of services to children and adults with disabilities. We provide specialist services to children with physical disabilities who come from every county in Ireland. We deliver our services from five Dublin locations, our centres in Waterford and Limerick and through our outreach teams.

We have an ambitious strategic plan that is focused on continuous improvement and growth of services in line with National policy and service need.



**Investing over
€2mn in capital
projects**



**Restricted
Funds €19.4mn
Unrestricted €1mn**



**Supporting
3, 678 families**



**Engaging
> 400 staff
> 100 Volunteers**



**Educating
161 pupils**



CRC Business Model and Strategic Plan

How we create, sustain and share our value

Our Strategy is underpinned by an annual operational business plan that delivers on a number of annual service arrangements with our funders. The business plan combines our strategic plan, our key stakeholders and our overarching governance structures.

This is guided by the three themes of our strategic framework -



Service Delivery:
focusing on providing quality services

Working together:
focusing on collaborating with all our stakeholders

Organisational Capacity:
Focusing on creating a fit for purpose and well run organisation



and underpinned by our shared Mission, Vision & Values,

Mission
Working together to make a positive difference to the lives of people with disabilities, their families, and carers.

Vision
That people with disabilities achieve their potential and live full lives as equal and valued citizens.

Core Values
People are at the heart of what we do: our clients, their families and carers, our staff and volunteers. We value the trust placed in us and we carry at our core the principles of openness, respect, empowerment and excellence.

..we utilise our resources...



People

We employ over 400 highly talented and committed people and we are supported by over 100 passionate and enthusiastic volunteers.



Partnerships

We value strong stakeholder relationships and work hard to maintain good relationships with our staff, clients, funders and supporters.



Facilities

Our physical infrastructure provides a strong platform to deliver our services from and we have invested in these facilities to ensure their continued value to our service provision.



Intellectual

The quality of our services and the focus on education and research ensures that we are continually focused on improvements and best practice.



Clients

We value the confidence placed in us by our clients, their families and their carers. We are accountable to that confidence and place it at the centre of all we do.



Read more about **Our Strategy** on page 17

The CRC complies with the Governance Code for the Community, Voluntary and Charitable Sector in Ireland, Guidelines for Charitable Organisations on Fundraising from the Public and all registration requirements with the Charities Regulator. We prepare our accounts in accordance with FRS102 and Statement of Recommended Practice (SORP) for Charities.



As a national organisation and charity we delivered against all our service contracts for 2017 and across all our functions. We are funded by the HSE through a number of grants and we also rely on donations and fundraising to cover our funding shortfall.

We are responsible for over 350 people who work for us and we are supported by over 100 volunteers. We are the Trustees of two schools who are responsible for a further 148 teaching staff.

A photograph of a baby lying in a ball pit filled with colorful plastic balls. The baby is wearing a striped shirt and denim shorts, and is holding a blue ball in their hand. The background is a solid blue color.

Aaron
Grehan, 2

Clinical and Children's Services

3,678
families

74,000
attendances

140,766
interventions

Clinical Services works together with parents and families to make a positive difference despite the challenges that can come with disabilities. We offer specific medical and clinical services for children, young people, and adults with disabilities from birth through to adulthood and all through the life cycle.

The overall aim is to develop and maintain the full potential of children and young people so that they achieve their maximum independence and increased quality of life and lead a happy and hopeful life.

Principal Services

Medical Consultations - Assessments, Diagnosis, Continuing Care, Monitoring and Surgery where appropriate

Therapies - Therapeutic assessments, individual and group interventions from a dedicated multi-disciplinary team consisting of;

- Occupational Therapy
- Physiotherapy
- Speech and Language
- Dietetics
- Social work
- Nursing
- Psychology
- Family supports including home respite provision
- Specialist Services including clinics for rare and specific physical disabilities.

Service Footprint

Clinical services are provided from our centres in Clontarf and Clondalkin, Dublin, and also in Waterford City and East, Wexford, South Tipperary, Carlow, Kilkenny and Wexford and on an outreach basis in the Northwest and the Midlands.



Read more about our **Clinical and Children's Services** on page 26

Adult Services



Adult Services is committed to supporting young people and adults with disabilities to achieve a good life - a life with opportunities to develop new skills, realise their potential, achieve academically, advocate for disability rights, build relationships and participate in local communities and wider society, through valued social roles.

Principal Services

Five Local Centres
- 183 Adults supported

Training and Development
- 124 Adults supported

- Transition Programme for School leavers - 10
- Rehabilitative Training - 30
- Employability Skills CDET B - 31
- Lifeskills and Lifestyle Programmes - 53

Service Footprint

- Coolock
- Clontarf
- Raheny
- Hartstown
- Firhouse
- Killester - new hub opened to support adults from Coolock and Clontarf



Read more about our
Adult Services
on page 36

Specialist Services



We provide a range of specialist medical, therapeutic and assistive technology services to children and adults with complex disabilities and rare conditions. With innovative medical and surgical interventions, evidence based therapies and assistive technologies, children and adults are supported to achieve their maximum potential .

Principal Services

1. Specialist Multidisciplinary Clinics (e.g. Orthopaedics, Spasticity Management)
2. Medical Consultancy (e.g. Paediatric Neurodisability, Ophthalmology)
3. Assistive Technology and Specialised Seating
4. Gait and Movement Analysis Laboratory
5. Specialist services provided by Allied Health Care Professionals

Service Footprint

These range from centre-based services in Dublin to mobile outreach services in different parts of Ireland. Some services are unique national services and others are delivered in partnership with other national organisations.

In 2017 we worked with children from every county in Ireland.



Read more about our **Specialist Services** on page 46

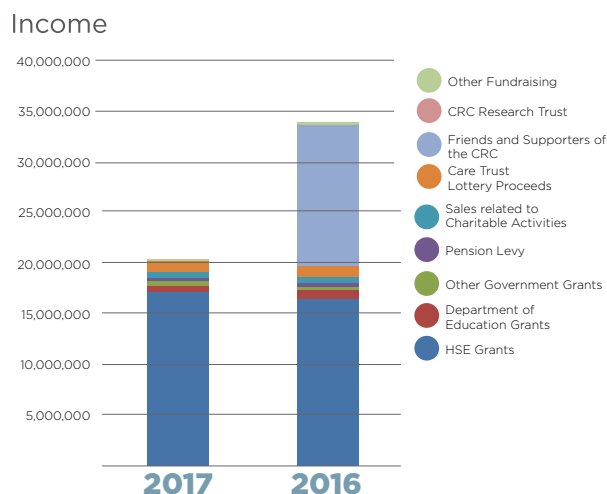
Financial



State Income €18,368,653 (€18.4m)	Other Income (€866,676)
Fundraising and The Care Trust income €1,198,305 (€1.2m)	

We delivered a break-even mandate for the HSE in 2017.

The CRC complies with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland, Guidelines for Charitable Organisations on Fundraising from the Public and all registration requirements with the Charities Regulator.



Read our detailed **Financial Report** on page 112



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Chairman's Statement



Timothy
Bryans, 4



I am pleased to present the Central Remedial Clinic's (CRC) annual report for 2017. This is the last time I will have this honour as, effective 31st March 2018, I step down as the Chairperson of the Board, and as a Director, of the CRC.

As I look back over the years since my appointment in 2014, I see tremendous change. We have adopted new robust governance based on the foundations of transparency and accountability, we have implemented new policies and generally reformed the way the CRC carries on its functions and now comply with many of the major codes and guidelines for the sector in which we operate including The Governance Code for the Community, Voluntary and Charitable Sector in Ireland, Guidelines for Charitable Organisations on Fundraising from the Public and all registration requirements with the Charities Regulator. We also completed a comprehensive review of all financial systems and moved to Charity SORP FRS102. In addition, we have developed and launched the CRC's 5 year strategic plan, 'Towards 2021'. I am pleased to say that the CRC is now viewed as the "best in class" in governance.

During 2017, we more formally engaged with the new Adult Services Council, with a Director now attending, where possible, each Council meeting. As additional Councils emerge, we will try to attend these meetings, where possible. In addition, we are increasing the number and frequency of site visits by our Directors. These initiatives, and others, help inform the Directors and connect the Board with you, our stakeholders.

2017 also saw the return of proactive investment in the CRC, with considerable work on a number of capital and infrastructural projects across all of the CRC sites. We have also commenced a much needed multi-year investment in Information and Communication Technology (ICT). Improvements to our Wi-Fi, servers, phones and PCs, are among the many developments underway in this area.

It has been a tremendous honour and privilege for me to Chair the Board of the CRC and to be part of the recovery for the CRC. As I move on, I believe the CRC is well positioned for the future. A new Chairperson, Carol Ann Casey, has been appointed. A number of new Board members have been appointed. The Board will continue to support the excellent leadership of Stephanie Manahan, our CEO, to drive the implementation of the Strategic Plan, delivering excellent and pioneering services to children and adults with disabilities.

Finally, I want to take this opportunity to thank my fellow Board members, our CEO Stephanie, her senior management team, our staff, clients and supporters for their support and understanding over the last number of years. I wish Carol Ann, your new Chair, every success in her role.

Kieran J Timmins
Chairperson

Chief Executive's Review



Molly
O'Toole, 3



2017 has been a good year for the CRC. Our clinical staff worked with over 3,600 families, our adult services supported over 300 adults and young people and our two schools taught 161 students.

We provided services to children from every county in Ireland and our impact is measured not only in the numbers of people we serve but the stories they tell. We have told some of these stories in the pages of our Annual Report this year.

We delivered on our service arrangements and funding contracts for 2017 and we managed our services within the budget as set out at the beginning of the year. This year saw consolidation of our Strategic Plan as we took it off the pages and made it our day to day reality.

In this year's annual report we have focused on our Strategy in Action, on how the operations and day to day services are all connected to 'Towards 2021'.

We worked with our adults in helping their voices be heard and we supported them in reaching out to the political system to seek ratification of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). The adults were incredible in the tenacity and courage they showed from protesting at the gates of Leinster House to their meetings with Minister Finian McGrath to the celebrations on the ratification on March 7th 2018. For many of the adults they found the experience emotional, liberating and empowering and it reminded us all of the importance of having a voice and getting our voices heard.

As a society Ireland still has much work to do to ensure equality of citizenship particularly when you have a disability; be that accessing education, the workplace, daily social events or community resources.

At the CRC we endeavour to facilitate all voices and all people; we work to ensure our children learn to expect more and that their parents look to want more for their children. We work with our young people to dream big and to achieve, and we work with our adults to make sure that their voices can be heard in every corner of Ireland.

We continually strive to make a difference, to look for change and to expect change.

We pursue our vision through the work we do and believe that irrespective of ability or disability all people can achieve their potential.

Stephanie Manahan, CEO

Directors' Report



Plans and Challenges CRC Strategic Plan 2017-2021

Our five year Strategic Plan, 'Towards 2021' was launched in November 2016. 2017 saw the first full year of the plan being implemented, where we agreed the priorities and the management team delivered against a programme across all the elements of the plan. We have summarised some of the highlights below and some are discussed in more detail in relevant sections of the report. The plan is continuing to deliver into 2018 with agreed deliverables and regular reporting to the Board on all aspects of the plan.

We have 14 Objectives within the three key areas of Service Delivery, Working Together and Organisational Capacity.



As you read the pages of this annual report you will see our strategy in action icon linking the practical work on the ground to the detail of the strategic plan. We also

incorporate our clients' stories as they tell the story of the impact of the plan and the work of the CRC better than anyone.



Service Delivery



1 To build on existing strengths and continue to deliver quality services to children and adults:

- A new Head of Quality, Risk and Safety was recruited and set about reframing the risk function for the CRC. We also added to the team a new Health and Safety manager.
- We developed a new and improved risk register, delivered all required statutory training on child protection, implemented the new Garda clearance protocols, engaged with and delivered on training of safeguarding of vulnerable adults and the Board Risk Committee oversaw the work plan for the year.
- We had an Internal Audit carried out on Data Protection to assist us in the preparations for the transition to GDPR in 2018.

Priorities for 2018 will be compliance with new data protection regulations and continued development of the risk assessment, training, business continuity and incident management functions.

2 To transition to the *Progressing Disability Services and New Directions* models of service delivery:

- In 2017 we worked closely with the HSE to transition to the *Progressing Disability Services (PDS)* and *New Directions* models of service delivery.

- We opened a new adult services hub in Killester, in line with *New Directions*.
- We undertook significant staff training in new ways of working and we engaged with clients and families on preparing for the changes of PDS services.

Priorities for 2018 will be engagement with parents and staff as we transition to full PDS services. We will open a new adult services hub and we will pilot new ways of working with our adult clients to support them in their lives.

3 To ensure continued excellence in the CRC's service delivery knowledge and specialist services:

- A new Head of Specialist Services and Research was recruited.
- We undertook a review of all research activity to prepare for a new research structure.
- We engaged at a national level with service development initiatives across the social care and acute sector. The CRC sit on a number of representative national committees.
- We had an internal audit on clinical audit activities.
- We commenced the mapping exercise of our specialist services.
- We secured funding for a research project in collaboration with the medical team on a National Cerebral Palsy database.
- Significant preparations were made

for the CRC to host three international conferences in 2018.

Priorities for 2018 will include developing a new research committee, developing a new approach to clinical audit and supporting the national pathways for specialist services for physical disability.

4 To respond to and seek out opportunities to expand existing or deliver new services to those who require them:

- In 2017 we had considerable development with the expansion of the school leavers' programme and the development of our adult services hubs.
- We also explored developments for specialist services to be delivered closer to where they are needed via our outreach model.

Priorities for 2018 will focus on new locations for service delivery, delivering as a lead agency within children's services and partnering with other agencies in delivering on key projects.

5 To continue to develop, support and respond to the role of our two schools - Scoil Mochua and the CRC School:

- Work continued on improving our two school buildings and infrastructure.
- Education programmes were supported via trips and visits.
- Website and Wi-Fi upgrades are all underway.
- A key focus in this is the development of a new school building for Scoil Mochua. Both schools carried out parent feedback questionnaires in 2017.

Priorities for 2018 will be to develop school parent committees, supporting children's voices through students councils and pursuing the new school build for Scoil Mochua.

Working Together



6 To listen to, communicate with, and meet the needs of our clients and families:

- In 2017 we developed a new Communications function, and developed our social media platforms.
- We supported adults who attend our services in communicating nationally and supported them in their plan of influencing policy and a developing rights based service.
- We worked with national disability partners in developing our advocacy which is closely linked to Strategic Objective 9.
- In 2017 a satisfaction survey was carried out on our adult clients.
- The Board attended the Adult Services Council regularly to meet directly with our adult clients. Some of our adult clients have also attended Board meetings.
- A parent engagement session was delivered and the outcome to establish a parent's forum in 2018 was agreed.

Priorities for 2018 will be to establish a parent's forum, engage with clients on priority advocacy issues, and engage with political partners in the area of housing, transport and employment for people with disabilities.

7 To engage with, develop, and work with our staff team to ensure that the highest quality of service continues to be delivered by skilled professionals who are highly valued:

- With the development of our new Head of Specialist Services and Research we focused on staff training and education and we successfully secured commitments to host three international conferences.
- We continued to support and fund comprehensive staff training and education.
- Our CEO commenced a programme of listening lunches to meet with staff to support staff engagement and to develop a staff engagement programme for 2018.
- We developed a comprehensive approach to recruitment and delivered training for all managers to support the process of securing the very best staff to work in the CRC.

Priorities for 2018 will be to develop a staff engagement plan, set up a middle managers forum, focus on communications, host a Town Hall, carry out a staff survey and continue the CEO listening lunches.

8 To work in partnership with key stakeholders to deliver services and develop new opportunities:

- We are continuing to develop and strengthen our Adult Council meetings.
- We are enhancing our engagement with parents and families.
- We work closely with our funders and other national disability groups on a number of National Committees and on service developments.

Priorities for 2018 will be to continue with representation on national and regional committees, umbrella groups and supporting client and staff engagement

9 To advocate for disability service provision and equality:

- Significant work has been undertaken in this area in collaboration with staff and service users with a focus on lobbying and advocacy for UNCRPD and client education on human rights including the Assisted Decision-Making (Capacity) Act 2015.

Priorities in 2018 will be to continue supporting our clients to lobby and advocating on behalf of and with our clients.

We will continue to focus on training in human rights with our innovative post in human rights education and share that learning with other national groups and agencies.

Organisational Capacity



10 To ensure the CRC's governance is appropriate and represents the highest standards of best practice:

- Significant work has been undertaken in 2017 with the Board on delivering best practice in Governance and Board reporting.
- In 2017 the Board had a full away day to review the strategy and to discuss key issues.
- The Board engaged with training in Governance.
- All Board Committees undertook an evaluation of the Committee structure and the Board carried out a comprehensive external Board Effectiveness Review in 2017.
- The Board commenced 'Keeping Connected' sessions and Board walkabouts to ensure the Board have oversight of and are up to date with CRC activities and objectives.
- The Board agreed the work plan for the CEO and the 2017 business plan.
- In 2017 the CRC was shortlisted for the Good Governance awards.

Priorities for 2018 will be to transition to a new Chairperson and to manage a number of changes at Board level. We will focus on strengthening the Board skill mix and on succession planning for the Board and the Senior Management Team.

11 To develop the right organisational structure to support the work of the CRC:

- The new organisational structure was agreed and implemented as per the strategic plan. Senior posts were recruited and structures were changed in keeping with the strategic plan.
- The Senior Management Team engaged in a leadership development program.
- All members of our senior team engaged in a performance review process that was directly informed by the strategic plan.

Priorities in 2018 will be to continue to develop the senior team, to manage two key vacancies that are due to occur and to build strength at the middle management level.

12 To ensure the CRC's financial sustainability in the coming years:

- The Head of Finance enhanced the reporting to the HSE and to the Board.
- All service arrangements were met for 2017 and the CRC delivered a break-even position.
- Our Internal Auditors continued their review of key functions and processes reporting directly to the Audit Committee and setting key deliverables for the management team.
- The 2016 CRC Annual Report and Financial Statements were shortlisted for the Chartered Accountants Published Account Awards.

Priorities for 2018 will be to deliver on a break-even basis against the budget while maintaining service delivery and quality.

13 To ensure the infrastructure of the CRC - our buildings, our facilities, our equipment, our IT systems, and our support services are fit for purpose and enable the organisation to deliver on its reputation for excellence:

- 2017 saw considerable work on a number of capital and infrastructural projects across all CRC sites. We commissioned and opened a new location in Killester, Dublin.
- We invested in our IT and agreed an IT road-map for improvement over the coming years, including improvements to our Wi-Fi, server, phones and PCs.

Priorities for 2018 will be to complete Capital Development projects due for completion on time and within budget, to deliver on the agreed IT roadmap within the timeframe and to support the delivery of outreach through innovative and responsive IT.

Fundraising



14 This Objective reflects the fundraising and philanthropy plan

- We developed a new fundraising program and recruited a new Head of Fundraising. We delivered on a number of fundraising projects and we collaborated and engaged with a number of existing and new supporters.
- We continued our relationship with The Care Trust with the addition of two CRC nominees to the Board of The Care Trust.
- We commenced applications for a number of national and philanthropical grant-aided projects.

Priorities for 2018 will be to meet and exceed the annual fundraising target, to manage the relationship with The Care Trust and develop new relationships with corporate bodies supporting the CRC.





The new Family Room

Children's and Clinical Services



Jack
Fitzpatrick, 2

The CRC offers specific medical and clinical services for children, young people, and adults with disabilities from birth to adulthood and throughout the life cycle.

Our overall aim in clinical services is to develop and maintain the full potential of children and young people so that they achieve their maximum independence and increased quality of life in order to lead happy and hopeful lives.

Our Principal Services

Medical Consultations including; assessments, diagnosis, continuing care, medical monitoring and surgery where appropriate.

Therapeutic, social and psychological assessment, intervention and support - we provide these services on both an individual and group approach including interventions from a dedicated multi-disciplinary team consisting of;

- Occupational Therapy
- Physiotherapy
- Speech and Language
- Dietetics
- Social work
- Nursing

- Psychology
- Family supports including home respite provision
- Specialist services including clinics for rare and specific physical disabilities

Our clinical services are provided from our centres in Dublin, Limerick and Waterford.

Assessments and interventions take place in a variety of locations that best suits the child's needs; the CRC base, the family's home, the child's crèche, pre-school and mainstream school, and sometimes in consultation with other agencies and schools.



Strategy in Action

We are acutely aware of how disability can impact on parents and on families and on family life. There can be extra difficulty at different times and for different reasons. Some parents are thrown into a whirlwind and emotional adjustments have to be made; many questions need to be answered and a new reality to come to terms with. In line with our strategy 'Working Together' we communicate with parents, families and service users and feedback is actively

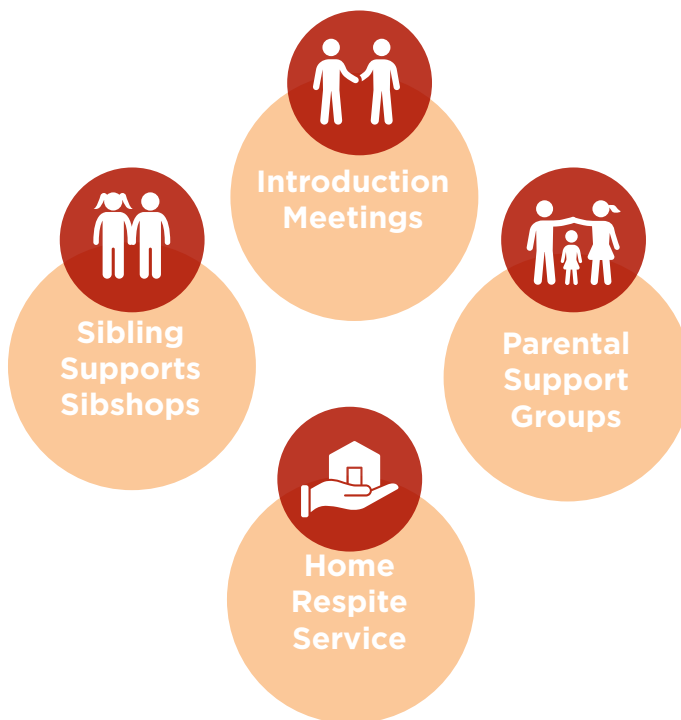
encouraged. Support groups and activities for parents, siblings and grandparents are a key feature together with a range of individualised and group activities.

Some of the therapeutic interventions for children include;

- Developmental assessments for younger children and cognitive assessments for school age children.
- Autism Spectrum Disorder (ASD) assessment and Attention Deficit Hyperactive Disorder (ADH) assessments.
- Groups for children in 2017 included :
 - Early Years Group -Physiotherapy / Speech and Language Department.
 - Smart Moves Group (Physiotherapy Department)
 - Alternative Augmentative Groups (AAC) (Speech and Language Department)
- Get set for School (Occupational Therapy Department)
- Powered mobility group
- Feeding, Eating, Drinking Swallowing (FEDS) Therapy Groups,
- Hemiplegia Groups

Priority is given to early intervention services which give the best possible start in life, ensuring that babies and young children get intensive therapy and support during their most formative years. Over 33% of children receiving therapy services in 2017 were under five years of age.

Support for family consists of:



57 planned introductory visits were carried out in 2017 with families new to CRC Clontarf. Our CRC social worker first meets the family, becomes aware of the parental concerns, and provides information on supports with a tour of CRC. All of this happens while we concentrate on the child and what we can do for the child.

A weekly Parent and Toddler group with a membership of 25 parents went from strength to strength in 2017 offering parents and guardians the opportunity



to meet others in similar situations, in a safe and supportive environment. The Group, along with the Social Work Department and Communications Manager produced a book of stories written by parents from the Group.



Harper (left) and Meadow (right) with their mums and CEO Stephanie Manahan.

Grandparents monthly support group

Grandparents play an increasingly important role in the lives of children attending the CRC and in family life. While they are not doing the day to day parenting our grandparents want to be there, emotionally and on a practical level for the family of their grandchild with the disability. And to do this, they need support for themselves. None of our grandparents received emotional support for themselves prior to coming to group – accessing support for themselves was the biggest motivating factor to attend. The current group have had a very positive impact on each other. They use the space that they have to disclose their own struggles, loss, frustrations, medical complaints, and stories of hope. We try and also focus on having fun and humour in every session especially if they've been through a stressful time. Group sessions always end with a story or poem written by one of the grandparents.

They meet outside of the group, but they continue to come month after month in to the CRC because they feel a close connection by physically being in the building. They set challenges for each other in relation to self-care and help each other on a practical and emotional level.

Specific Parental Intervention:

- Toilet Training Workshop
- Sleep Workshop for Parents
- Anxiety Management Group
- Parenting Programme - Parents Plus
- Self-Care for Parents
- Building Blocks - Intervention for Parents around Challenging Behaviour

Our CRC Services for Children in Waterford provides a regional consultative service delivering services to children from birth to 18 years and a specialist treatment service for children with physical disability or significant developmental delay and complex needs. Our services are available in Waterford City and East, Wexford, South Tipperary, Carlow, Kilkenny and Wexford and on an outreach basis in the Northwest and Midlands.

Children's and Clinical Services

Some of our Highlights in 2017



In 2017 we delivered clinical services to **3,678 families** with **74,000** attendances and **140,766** specific interventions.

180 new children received services from the CRC School Aged Disability team in 2017. Over 90% of these children have autism and did not have access to services previously so for them it was their first interaction with services.

Our home respite activities increased by 34% in 2017

- 4,000 hours of home supports were provided to 57 children giving the parent a three-hour break while their child is cared for. 28 of these children were 0-5 years, 27 were 6-18 years and there were two 19 years olds.





We provided 5,060 interventions in psychology across assessment and intervention by clinical, behavioural and educational psychologists.



CRC staff were involved in the **establishment of the Sportsability Forum** with other agencies in Waterford and two posters were presented at the National PDS Conference in December 2017.





Strategy in Action

Our fundraising income allows us to go the extra mile for our clients and this includes the ability to organise and run social activities that for many of our children can often be inaccessible or simply too difficult to organise at home. In 2017 these activities included:

- A Christmas party in Clontarf for 89 children and their families
- A Christmas party in Waterford for 42 children and their families.

Christmas can be a stressful time and families can have added stress when their child has a disability. These parties give the children a time to have fun, see Santa and Mrs. Claus, have a party and allow the parents to mix and connect with other families and friends.

Clooney Paddy
O' Toole at the
CRC Christmas
Party.

Our staff support these events in a voluntary capacity and in their own time.

In Clontarf our Seating Department went above and beyond to build a Christmas set for the 89 families who visited Clontarf for a puppet show, lunch, and to visit Santa's Grotto. Every child got to speak to Mr. & Mrs. Claus and leave their letter in the North Pole post.

These activities are in line with our strategic vision to listen to our stakeholders, the families and the children, and through innovation, to engage with our families beyond the traditional appointment.



We continued to work closely with the HSE and Voluntary agency colleagues to prepare the way for reconfiguration of services to the Progressing Disability Services (PDS) model of service development. In line with our strategic plan we are lead agencies in Dublin North City and County (CHO9) and in Waterford (CHO5).



We plan to explore ways of listening to the views of our children and the teenagers that use our services

Plans for 2018

In line with our Strategic Plan we prepared the groundwork for a Parents Forum that will commence in Quarter 1 2018.

We will continue to participate and lead in interagency work with the HSE and other voluntary agencies regarding the PDS reconfiguration of services (Strategic Objective 2).

We will engage with our parents via the Parents Forum and seek feedback as to how we are doing, listening to their views and commentary on our services and we will ensure they have input to the future design and development of CRC services (Strategic Objective 6).

We plan to explore ways of listening to the views of our children and the teenagers that use our services and work closely with our Human Rights staff to connect with our students to ensure they seek to expect more (Strategic Objective 6 and 9).

We will continue to explore increased respite options for children to include after school activities, Children's Club and at-home respite (Strategic Objective 4).

Luke's Story



“He is the most determined little boy but he wouldn't be where he is without the wonderful staff in the CRC”.

Luke Carr, 2

Luke was born in March 2016. It was an uncomplicated pregnancy and the first few hours after his birth were perfect and without concern.

However that all changed in an instant when he was taken to NICU in the middle of the night due to concerns about his bloods which were taken because of a rash he was born with. Three days later he was diagnosed with congenital cytomegalovirus (CMV).

Luke has microcephaly, polymicrogyria and cerebral palsy caused by CMV. He spent the first six months of his life in and out of hospital with bronchiolitis and severe anemia as a result of the antiviral medication he was on.

At six months old we were invited to the CRC to meet the fabulous social worker Jean and physiotherapist Judith. From that day on barely a week has passed when we haven't been in for one appointment or another. We started occupational therapy a few months later and also attend feeding and seating clinics. In the last few months we've been doing speech therapy and Luke is starting to sign which is great!

To us the CRC is such an amazing place. Everything in one place, paediatrician, physio, OT, SLT, social work, orthotics and specialist clinics to name a few. When you have a child who has many appointments in different places it makes such a difference when you can go to one place and all the clinicians can liaise or do joint sessions. The support we have received as a family, emotionally, as well has been invaluable.

For a child who we were originally told may never sit unsupported, Luke is now walking and has abandoned his walker! He is the most determined little boy but he wouldn't be where he is without the wonderful staff in the CRC.

Beth and Lorcan Carr.

Adult Services



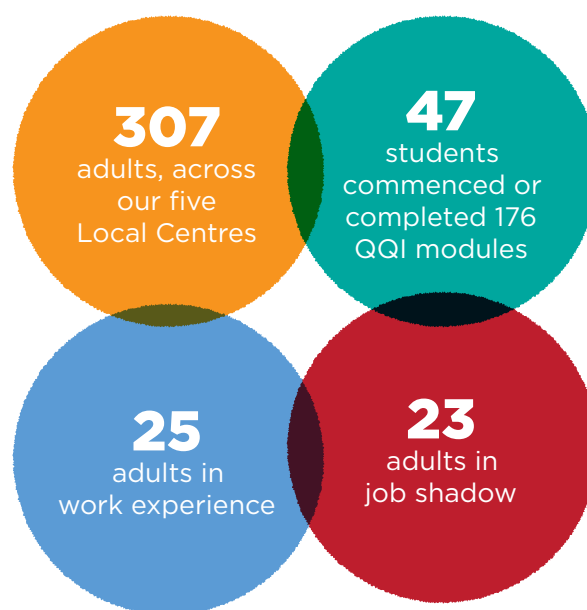
CDET
Horticulture
Students

Adult Services is committed to supporting young people and adults with disabilities to have a good life.

That life should include opportunities to develop new skills, realise their potential, achieve academically, advocate for disability rights, build relationships and participate in their local communities and in wider society, through valued social roles.

In 2017 our CRC Adult services supported 307 adults, across our local centres and our Training and Development Department. Our overarching belief in Training and Development is that everyone needs a set of skills to succeed in life. We offer a range of training and educational courses to help others learn those skills. We support people to be active citizens in charge of their own lives.

Each adult in our service is supported by a keyworker; a staff member who supports them on an individual basis. The keyworker supports each adult in areas of their choice, for example in getting their own home, accessing PA hours, meeting new people and making friends, gaining work experience, accessing a CE Scheme or employment, developing new skills in cookery or money management, meeting new people, growing new relationships, learning to travel independently or accessing further education. The following outlines in more detail the programmes that are available in Adult Services.



Transition Service

We supported 10 school leavers over the course of the year.

This intensive program focuses on building an individualised service for the students. The move for any child from school can be a difficult time and for many children with a disability the added challenges can make that transition more difficult. The program focuses on a very individualised service working closely with our young adults and their families and the students devise their own timetable in conjunction with their keyworker which is focused on their plan for the future.



Sailing Instructor Saoirse Kelly with Nicola King, Sutton Dinghy Club.

Rehabilitative Training

We supported 30 students over the course of the year. This programme is for school leavers and older students who want to progress academically. They have the opportunity to complete QQI Level 1 to Level 3 modules. The programme ranges from 1 to 3 years, with a review at the end of each year to continually assess how our students are doing and what changes we can make. The students also complete work experience and participate in job shadowing.

Employability Skills Raheny

We supported 31 students over the course of the year. This programme is funded by the City of Dublin Education and Training Board (CDET B). The programme runs

for 18 months and each adult is given the opportunity to complete a full award at QQI Level 3. Students develop their literacy and numeracy skills, whilst also developing new skills in Horticulture, Food and Cookery, Computers amongst others. The students benefit from trips away, Gaisce - The President's Award and other personal development opportunities. This programme can be a great stepping stone to further education and training opportunities.

Lifeskills and Lifestyle Programme

We supported 53 adults over the course of the year. This programme focuses on areas such as health and well-being by offering yoga, karate, table tennis, fishing and football. The programme supports adults to become more independent through cookery



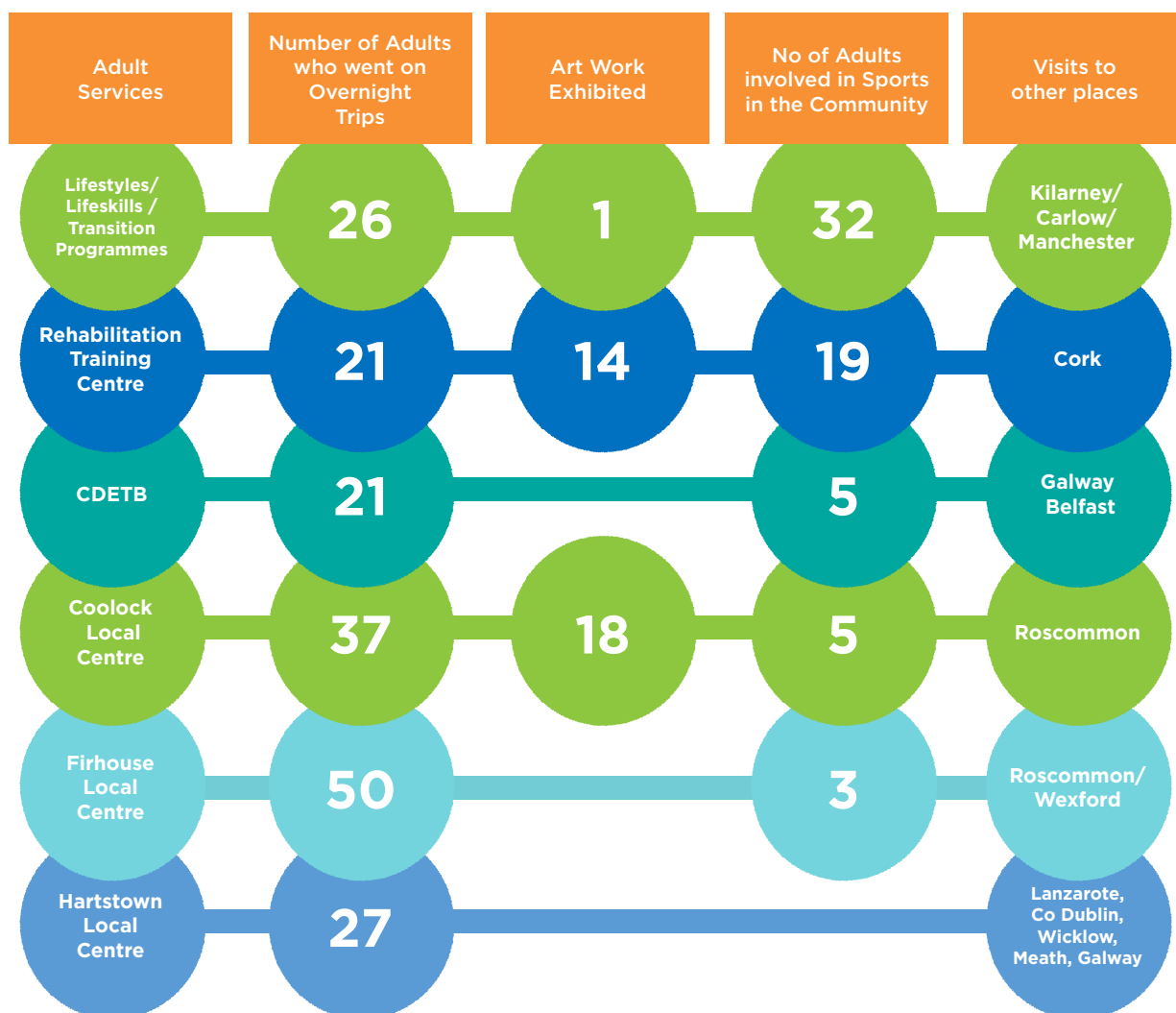
classes, community outings, independent travel training, respite and evenings out to the theatre, musicals and sporting events. They are supported to broaden their horizons and try new experiences.



Strategy in Action

We opened a new service in our Killester Hub in 2017, which will focus on providing an individualised, person centred service for all adults. This is very much linked to our strategic plan to develop our services, deliver on the New Directions model of service provision and maximise our fundraising resource which funded this development.

Adult Services Statistics - 2017



Local Centres

Our local centres provide a meeting place for adults, where they can chat and socialise, meet people and make new friends. It's a place where they can regain their confidence if they haven't been out and about in a while. They are supported by a keyworker while attending the centre and also participate in daily activities. The Local Centres are based in the heart of their communities and the adults spend time out in these communities, shopping, using the library, attending art classes and exhibiting their work. In each centre there is also a planned schedule of activities for those that prefer to stay indoors and learn about computers, photography, relaxation and music. There are also a number of planned recreational day trips and evenings.

The local centres are based in

Coolock – 58 adults supported in 2017

Clontarf – 39 adults supported in 2017

Hartstown – 40 adults supported in 2017

Firhouse – 46 adults supported in 2017

Raheny - 31 adults supported



2016 focused on the growing strength of the adults' voices through the Adult Services Council and Advocacy Committee, who are the Adult representative bodies in the CRC. As part of our strategy in action we focused on this and in 2017 we saw a monumental change in the adults that are supported by the CRC. Their voices are being heard on radio, their

faces have appeared on social media and on national TV. Through in-house training on the UNCRPD, Assisted Decision-Making (Capacity) Act 2015 and Safeguarding, our adults were empowered and enlightened to advocate publicly on their own behalf and on behalf of others with disabilities. Hundreds of adults and staff took to the streets on 30th of March, 19th of September and 9th of October to protest outside Lenister House for the Ratification of the UN Convention on the Rights of Persons with Disabilities. The CRC led out on the protest on the 9th of October, where more than 15 adults took to the microphone outside the Dail and voiced their concerns and frustrations on rights based issues such as the right to live where they wanted, the right to accessible buildings and transport and the right to community services and employment.

In line with the CRC's Strategic Plan and the Strategic Objective on Advocacy the adults have been supported in becoming confident self-advocates, rights focused and powerful in advocating for the necessary changes to funding, legislation and changing attitudes towards disability in society.



Strategy in Action

Further progression has been made in 2017 exploring new community based settings to launch new CRC services in line with 'New Directions'. In 2017 Adult Services were delighted to receive the keys of the first CRC Hub. The hub was funded by CRC fundraising and is located in the heart of Killester village.

In line with 'New Directions' the hub is in a prime location enabling adults attending the service to be an integral part of their community, rather than segregated or removed from their community. It is proudly situated on the main street amidst the local businesses and as stated by one of the adults from Clontarf "the hub makes disability visible." This high visibility impacts on the culture of a community, where it becomes the norm for people with disabilities to be seen participating and being included in the community, positively influencing society and changing others' perception of disability.

Working from the hub the focus will be on providing individualised services, education and supporting the adults to obtain and develop current and new valued social roles. The hub will provide a place which facilitates personal development in areas of the individuals choosing such as mapping their own community, literacy, numeracy and innovative programmes such as ASDAN and obtaining local work placements.

This move out into local communities signifies the beginning of an exciting journey, whereby the CRC delivers on the ambitious Strategic Plan and the implementation of Strategic Objective 2 'New Directions'. It highlights the strides the CRC are making in the shift away from the traditional group based model of service provision towards a new model of individualised supports and a person centered provision of service. The CRC Hub will provide a space whereby individuals are supported to make personal choices and become architects of their own journey.

Tamika Blake
in our new
Killester Hub



Plans for 2018

In 2018 the CRC will focus on developing Killester Hub, striving for best practice in service provision and in providing individualised supports. The work will continue in supporting adults to realise their potential. The hub model will focus on:

1. Building community opportunities and support so that people can have ordinary lives.
2. Maximising opportunities so that individuals can avail of community services.
3. Facilitating active citizenships so individuals gain access to opportunities based upon what resources are available in a person's community.
4. Enhancing the opportunity for building support around people.
5. Enabling people to do things that are meaningful to them, while connecting with local people.

The CRC will focus on delivering this service by learning from the adults we support, by listening to them and by enabling their full participation in life.

2018 will focus on the voice of the adults attending the CRC and support them in their work to influence national policy and bring about change. 2018 will see the development of the CRC Human Rights Committee and the continued work of the Adult Services Council and Advocacy groups. The CRC will support them in their work to have their voices heard across the

airways and to be instrumental in bringing about real change in the lives of people with disabilities.

In 2018 the CRC will continue the search for new community based locations that will service the needs of the adults we support, bringing them closer to their communities and closer to doing ordinary things in ordinary places.



Michael Browne, 20,
RT programme

Danny's Story

"Training for Your Future"



"...it was great fun, especially learning to use the two way radios and the lingo you need to use. Roger that Alpha Bravo!"

Danny Reilly, 27
Lifeskills programme

Last autumn I decided to sign up for a course which I always had an interest in. It was to do with becoming a security guard.

My CRC key trainer told me about a course in the Baldoyle training centre and I was very interested. The training centre is close to my house in the Baldoyle industrial estate. There was just one slight catch, the course started at 6.30pm!

This was the first time I have ever done a night course and I must admit when I signed up for it I was a little nervous. Lucky for me, the people on the course were really nice. There were people from different backgrounds and cultures. I recognised some people from my own community and it was easy to chat to them. It was nice to have my key trainer there as well. He helped me with keeping all the notes together.

The course itself is a QQI Level 4 in Guarding Skills. You have to attend two nights a week for five weeks. During the last week, we had to write a written test and do a practical assessment where we get recorded. The assessment was about apprehending a suspected shoplifter. We had a great time doing this. My CRC key worker played the part of the shoplifter!

We also had to hand in an assignment, which took forever to do. I remember doing a lot of study for the tests. But it was great fun, especially learning to use the two way radios and the lingo you need to use. Roger that Alpha Bravo!

There was a nervous few weeks when we waited for our results to arrive. When I heard

that I passed I was really happy and felt proud of my achievement.

I immediately started the process of registering with the PSA (Private Security Authority). You need to be a member to be able to work in the security sector. My key worker helped me to do this and most of it was done online.

I then started job hunting. I'm constantly looking at jobs coming up in security, but after going for a few interviews, I realised that I needed to get some proper work experience under my belt before employers will consider my CV.

We started looking for CE scheme positions and I couldn't believe my luck when I saw a local employer looking for a security / maintenance person in Fairview. Needless to say I was really interested and made sure my application got in. I went for the interview and the position was offered to me.

Although I spend most of my time with my new employer, I still link in with my friends from the CRC. I meet them on Thursdays for a game of football and then we go for a bite to eat. On Fridays I'm involved with KLEAR in Kilbarrack and I'm keen to continue with that.

My goal is to continue with my job searching and to find a job in security.

Danny Reilly

Specialist Services



Jack Herbert, 12

CRC provides a range of specialist medical, therapeutic and assistive technology services to children and adults with complex disabilities and rare conditions.

Over the last sixty years we have learnt that with accurate diagnosis, innovative medical and surgical interventions, proven therapies and assistive technologies, children and adults with disabilities can be supported to live happy and productive lives. With an experienced and knowledgeable staff we have developed a range of flexible and efficient specialist services in an effort to deliver quality and person-centred care more locally. These range from centre-based services in Dublin and throughout the country, to mobile outreach services in different parts of Ireland. Some services are unique national services and are delivered in partnership with The Children's Hospital Group (e.g. Intrathecal Baclofen Service, 3-dimensional Gait and Movement Analysis).

Specialist services are broadly categorised into:

- Specialist Multidisciplinary Clinics (e.g. Orthopaedics, Spasticity Management)
- Medical Consultancy (e.g. Paediatric Neurodisability, Ophthalmology)
- Assistive Technology and Specialised Seating
- Gait and Movement Analysis Laboratory
- Specialist services provided by Allied Health care professionals (e.g. consultative, complex casting)

In addition to direct service provision an important part of the work of CRC specialist services is the provision of

consultative support, education and training to professional colleagues and teams throughout Ireland. This work is supported by an ongoing and active programme of client and condition-focused research activities. Under the Government's national policy on Progressing Disability Services we will become more important as we support emerging Children's Disability Network teams and Primary Care teams to deliver equitable and quality care nationally.

Strategy in Action



In this context we are working with the HSE, Department of Health, Children's Hospital Group and other service providers regionally and nationally to implement national policy and provide more effective and integrated care pathways for children and adults with disability in Ireland. Plans are well under way to host three international conferences in 2018 focusing on the latest thinking and advances in specialist medical and therapeutic services, clinical movement analysis and assistive technology and specialised seating.



Footprint

Clients attending our specialist services are referred from all over Ireland. Many of the clients attending avail of more than one specialist service. In an effort to provide client and family-centred care more locally CRC's strategic plan 'Towards 2021' will continue to prioritise the organisation's policy of delivering care more locally in the regions and beyond. (Strategic Objective 4). This has been achieved to date through development of our regional centres, regional outreach clinics and greater community penetration of service, education and support provision.

Orthopaedic clinics

In 2017 we had 1022 onsite consultations (886 clients) with orthopaedic surgeons supported by a multidisciplinary team of therapists, nurses and other services like orthotics, gait lab and specialised seating. We are connected to the National Imaging System and the Children's University Hospital Temple Street's PACS system for easy access to x-ray imaging, an important component in clinical and surgical decision-making in disability. There are direct referral pathways and cross-site care programmes between the CRC and the Children's Hospital Group for surgical interventions, pre and post-operative planning and various other diagnostic tests as required. The team at the CRC serve as a very effective triage and liaison between regional teams and the National Children's Hospital. Established care pathways and shared personnel ensure effective and integrated care.

Paediatric medical clinics

In 2017 we had 1456 consultations (1140 clients) by paediatricians specialising in neurodisability. Our paediatricians serve as an important liaison role in coordinating the overall care of children with paediatric neurodisability including diagnostics and onward referral to specialist services. Our paediatricians are medical consultant leads on some of the multidisciplinary specialist services, e.g. Spasticity Management, Feeding, Eating, Drinking and Swallowing (FEDS) service, Intrathecal Baclofen (ITB) service. Some of these services operate over dual sites in partnership with the Children's University Hospital Temple Street and Beaumont where specific elements of care, e.g. neurosurgery, Botulinum toxin injections that require anaesthesia, are delivered.

Paediatric Neurology

We had 336 consultations (264 clients) with paediatric neurologists in the CRC in 2017. In conjunction with the National Children's Hospital in Tallaght the CRC runs the National Neuromuscular Service for children and their families who live with rare conditions like Duchenne Muscular Dystrophy and Spinal Muscular Atrophy among others. We have significant experience in this area and we provide a one stop shop for many of the support services like physiotherapy, occupational therapy, psychology, speech and language therapy, social work, nursing, assistive technology and specialised seating and orthotics. More hospital based aspects of care like respiratory care are delivered by our partners in Temple Street and the National Children's Hospital.

Allied Health Care Professionals

(Physiotherapy, Speech and Language Therapy, Occupational Therapy, Dietetics, Psychology, Nursing, Social Work)

In addition to expert involvement, leadership and coordination of many of the multidisciplinary specialist services outlined above, our allied healthcare professionals provide a range of consultative, educational and intervention services to professional colleagues and teams throughout Ireland, e.g. augmentative and alternative communication (AAC), complex casting and splinting, postural management including customised night positioning systems, hand therapy clinics, enteral tube feeding management and management of complex behavioural problems.

Feeding, Eating Drinking and Swallowing (FEDS) Service

Some children and adults with disability may have difficulty with chewing food, sensory problems, coordinating swallowing, weight loss and a failure to thrive related to these difficulties. In 2017 approximately 232 clients from around the country attended our specialist multidisciplinary Feeding, Eating, Drinking and Swallowing (FEDS) clinics for assessment, diagnosis and to receive individualised management plans. The core team consists of experienced speech and language therapists, dieticians, occupational therapists, paediatricians and adult rehabilitation consultants with access to other professional groups as required.

ATSS

1,424 clients from around the country were seen by the ATSS department in 2017 (602 children and 822 adults). Our Assistive Technology and Specialised Seating Department (ATSS) provides professional evaluation and information relating to all areas of specialised seating and assistive technology (AT) for children and adults with disabilities. AT encompasses a wide range of applications that aim to increase a person's independence and participation in society. These include powered mobility, seating systems, communication systems, environmental control and computer access. The ATSS service is delivered from our four larger regional centres - Clontarf, Clondalkin, Limerick and Waterford with significant outreach locally in these regions in collaboration with the HSE.



AT encompasses a wide range of applications that aim to increase a person's independence and participation in society.

416 gait lab assessments were conducted in 2017 with nine outreach clinics being delivered.



Gait Lab

The gait and movement analysis laboratory is a unique National specialist service which provides important and accurate information to surgeons, doctors and therapists helping them to diagnose and manage walking and movement difficulties with greater efficiency and confidence. In a custom built room computerised 3-dimensional information on how a person walks and moves is gained from infrared light and other sensors placed on the person's joints and muscles and from force sensors in the floor. 416 gait lab assessments were conducted in 2017 with nine outreach clinics being delivered in Waterford and Limerick using our award winning mobile gait laboratory. In addition, four video vector clinics were conducted allowing 22 clients to have customised orthotic tuning to aid their walking. Our lab team published three research papers in international journals and delivered several research talks and educational courses nationally and internationally. (Strategic Objective 3)



Specialist Services

Some of our Highlights in 2017



In 2017 we had 1022 onsite consultations (886 clients) with orthopaedic surgeons

There were 336 consultations (264 clients) with paediatric neurologists in the CRC in 2017.

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In 2017 there were 1456 consultations (1140 clients) by paediatricians specialising in neurodisability

Lewis's Story



Lewis Doherty, 4

Lewis came into this world on 20th February 2014 and was born 5 weeks early by emergency section. I knew he had become anaemic in the womb but wasn't prepared for what was about to follow.

I was asked by Temple Street to attend a meeting where the doctor told me he believed that Lewis had something called Worster Drought Syndrome because he showed no interest or ability to feed. When he reached full term, he also began presenting with high tone. He believed that Lewis would never talk, walk, eat or have any real quality of life. My world fell apart. After several months in Temple Street it was time to bring Lewis home.

Shortly after we were transferred over to the care of the CRC, a place that I had never heard of. My first impressions of the CRC were great. I found the staff extremely friendly and professional. Lewis began weekly physiotherapy, occupational therapy, medical and feeding appointments. After his first year it began to appear that Lewis was making huge progress physically and it looked like he would walk. He began to slowly reach his milestones. However there was more work to do as Lewis still wasn't feeding. He was fed via a tube and after a year and a half of trying to keep his mouth stimulated with facial massage, it was time to see if Lewis could swallow. To everyone's delight the results showed that Lewis had a slight swallow and he began to eat.

Lewis now attends the CRC School. I can't believe how well the year has gone. Lewis loves school. He loves his teacher, SNAs, therapists and the staff. The change in him since September has been astonishing. A very sad, angry, unsociable little boy has

been nurtured by the CRC School into a happy, joyful, trusting little boy. The CRC has given Lewis the opportunity of a normal life. They look at the child not just the disability. Lewis still has his struggles with speech and feeding but as he battles every day I couldn't be a prouder mam.

But the CRC didn't just look after Lewis, they looked after my whole family. In my darkest times they have given me much needed physiological and physical support. I suffer with severe clinical depression and I genuinely know that I wouldn't be here today, if it wasn't for the staff. Amanda my social worker among others, have being there for me at a time when family and friends could not be. I feel more at home in the CRC than anywhere else. So much so, that if I could wish Lewis's disability away tomorrow I don't know if I would. They have helped get me to a better place and to be a better parent and this has given all three of my children a better life. I feel privileged to have the opportunity to be educated by such amazing people. So thank you to all the staff for their professionalism, warm smiles and understanding, because it makes me feel very lucky every day.

Michelle Greene

Fundraising and The Care Trust



Fundraising income is critical for the future of the CRC as it enables us to enhance our services, buildings, training and development of our staff, equipment and research.

As a result we can provide the best services for our clients and their families.



In line with Strategic Objective 12 and 14 the CRC Fundraising Department continued to grow and develop. The CRC Fundraising function was re-established

in December 2016 with an objective to grow key relationships with parents, local communities, businesses, corporates and trusts and foundations. In 2017 we held a number of events, such as a very successful Golf Classic, Women's Mini Marathon and festive Christmas Cracker. We partnered with Electric Aid, The Hospital Saturday Fund, Ulster Bank, Xilinx, Clontarf Business Association, Luke's Extra Mile, DCU and individual supporters and parents. We increased our local fundraised income by €56K compared to 2016.

We successfully fundraised in 2017 to buy and install two wheelchair swings for both of our school playgrounds in 2018. We raised funds to support the CRC Summer Project which saw 64 CRC pupils from both our schools have fun in CRC summer camps supported by donations from Team CRC in VHI Women's Mini Marathon, The Hospital Saturday Fund and the CRC Parents & Friends Association.



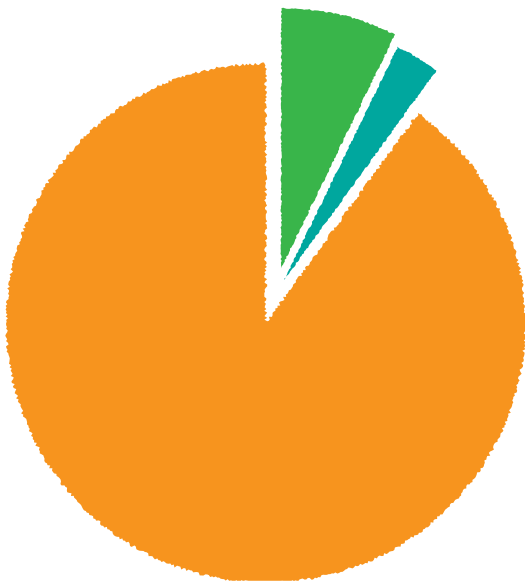
We also continued our very positive relationship with The Care Trust, a not-for-profit organisation that has supported the CRC for the last 50 years by raising essential funds to support the work of the CRC. In 2017 they raised €1,057,500 for the CRC. We will continue to support and work closely with The Care Trust as they realise their strategic review and grow their service and their support of the CRC.

This support is hugely important as it is a vital source of extra funding which is allocated to a broad range of projects and services supporting children and adults. It is the contributions and support of The Care Trust that allows the CRC to continue its work and have a lasting impact on thousands of people and their families across Ireland availing of services in the CRC.



Summer Project

Fundraising Activities



- 89.90%** Charitable Activities
- 7.40%** Generating Funds
- 2.70%** Governance

The CRC Summer Project was grown out of an acute need for the pupils of the CRC schools to have a fun, safe and enriching summer camp experience, which can cater for their complex needs. The Summer Project has been running for the last 20 years enabling the pupils of the CRC Schools who have single, multiple and complex physical disabilities to have inclusive and enjoyable summers. We run a two-week camp for juniors, ages 7-13, and a two-week camp for seniors, ages 14-19. The camp also acts as a support to the families of the children attending the camp by providing two weeks of respite care during the eight week long summer break from school.

Attending summer camps is a typical experience for children growing up in Ireland, and here at the CRC we are trying to facilitate our children, their parents and carers with providing this service on an annual basis.

Our aim is to entertain the children in a fun and safe manner, with trips and indoor activities as part of the daily routine. To do this, each child needs a volunteer to support



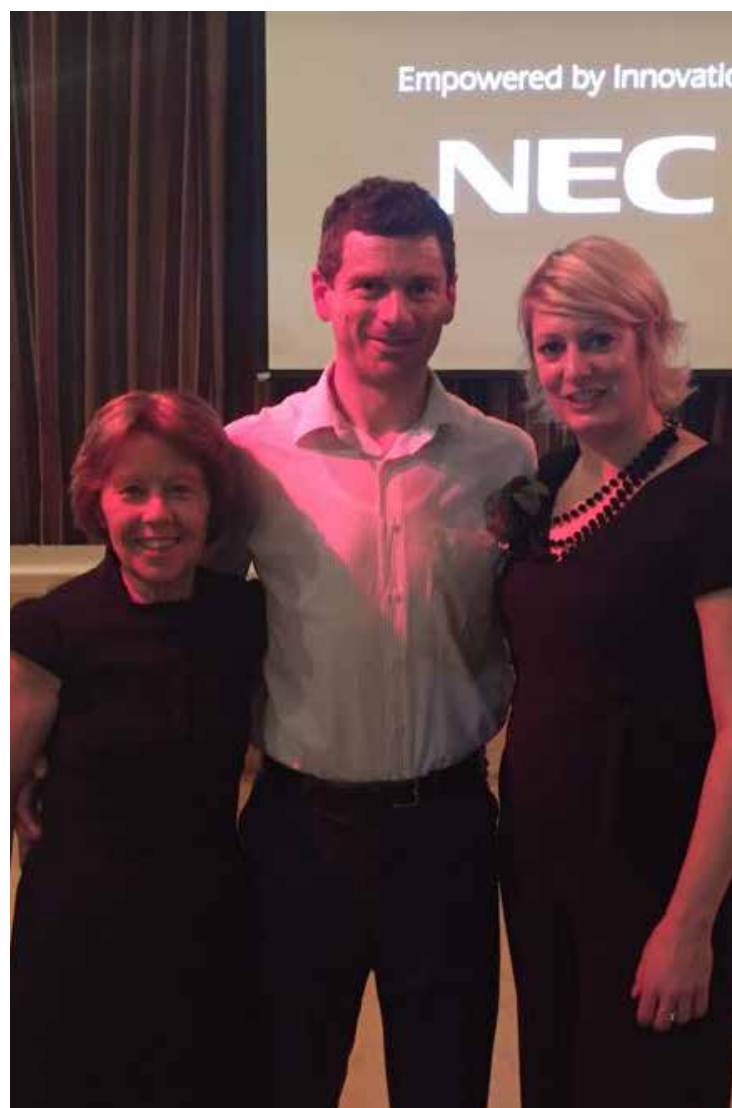
and help them. It is a huge undertaking but one that is equally rewarding for the staff and 40 volunteers that give over their time and dedication for these few weeks.

Golf Classic

September 2017 saw the Fundraising Department launch their Golf Classic which raised €12,499 for the purchase and installation of two wheelchair accessible swings for both CRC schools.

Our guest of honour and main speaker was Eoghan Clifford, a gold and bronze medallist at the 2016 Rio Paralympics. Eoghan attended the CRC as a teenager due to a form of Charcot- Marie Tooth Disease affecting the muscles in his extremities.

In 2018 we will continue to steward and develop new partnerships to provide new and essential services to our families. We will host a Gala Ball in November 2018 and work to secure new buses for Adult Services. We will further develop the CRC Fundraising Department and aim to promote our work and campaigns to the public in order to maintain our Fundraising income and continuation of vital services.



L to R: Veron Elliott, Community Fundraising and Events Coordinator, Eoghan Clifford and Ziva Newman, Head of Fundraising



L to R: Kieran J Timmins, Stephanie Manahan, Bernard Walsh, Ziva Newman and Senan Mullins.

Fundraising Projects

Many CRC supporters and individuals fundraised or donated for specific items to benefit our clients in 2017.

Thanks to Ciara and Paul O'Toole the CRC Physiotherapy Department now has an invaluable paediatric treadmill that will benefit our younger clients and help them strengthen lower limb muscles in order to improve function and participation.

We were delighted to receive a generous donation of €10,000 from a donor who wishes to remain anonymous. During his visit to CRC Clontarf the Donor asked for the donation to be used for the new Killester Hub used by the Adult Services clients.



Twins Layla and Leah Mackey, 7



Kristen Fagan, 16

Clontarf School Art Exhibition

This year we had an end of year Art Exhibition where each pupil in the CRC School Clontarf produced a piece of visual art and had it exhibited in a gallery in our assembly hall. The exhibition was on over three days and we had visits from our local primary and secondary schools. Our CRC students showed the other schools around their work, and explained the inspiration behind their piece of art. A lot of friendships were made over conversations about art, fidget spinners and wheelchair racing.

CRC Parents & Friends Association Art Exhibition

Clontarf have been running the annual Art Exhibition for more than 20 years and the event has become a staple event in Clontarf and neighboring areas. Since 2013 the Art Exhibition has raised in excess of €39,000. The proceeds have supported many projects over the years, among them the CRC Summer Project, annual school events such as First Holy Communion and Graduation, as well as Adult Services centres in Clontarf and Coolock.

Our Volunteers

“We are both nearly 90 so we are thinking of taking a break, but not until 2018 at least”!

Volunteers Elsie and May.

During 2017 the CRC had 70 volunteers working in the following areas:

- Catering Department
- CRC School Swimming Programme
- Horse-riding
- CRC Summer Project
- CDETB (City of Dublin Education and Training Board)
- Local Centres

Over half of our volunteers help on a daily basis throughout the CRC annually.

For the month of July 40 additional volunteers are recruited to support the CRC Summer Project. This is a big recruitment drive including all local schools, colleges, parish councils, libraries and local papers. A one day training course is organised which includes Full Induction, Manual Handling Training, and information talks on Communication Aids, Nursing Needs, Child and Adult Protection Awareness. On-going support is offered during the month of July for all Summer Project Volunteers.

A couple of long standing volunteers will retire in June 2018. They will be sorely missed as they have given a combined total of 85 years' service to the CRC. What an achievement!

All our volunteers are an integral part of the CRC and bring an enrichment and diversity to our services.

May & Elsie's Story

May: "I began volunteering in the CRC in 1973. Back then, the place was much smaller, there were only four nurses and we knew all the boys and girls by name. As a volunteer we did everything- we lifted the children, we took them to the toilet, washed them, helped out in the kitchen, everything you're not meant to do nowadays! I remember one boy who attended here I knew very well. He was partially blind so he was sent to England to get an operation. The operation was a success and he gained back his sight. On his first day back at the CRC he said to me "Jesus May, I always thought you were good looking!"

Elsie: "I began volunteering with the CRC in 1977 after my mother died. Back then it was very different. My nephew Conor attended here at the time. He left the CRC and went on to mainstream school, and then to Trinity College. He is now a civil servant".

I lived across the road from May for years but didn't know her. We first met in the CRC and have been friends for over 40 years. Together we have 85 years CRC volunteering experience between us and we're busy with other interests such as volunteering at the church. We have great fun when we are here on Tuesdays. We are both nearly 90 so we are thinking of taking a break, but not until 2018 at least!

CRC School



Nathan
Skelly, 19

The CRC School provides differentiated and individualised education to pupils with physical/multiple disabilities from its north Dublin catchment area.

Pupils also access health and social services and other essential services mainly during the school day. During 2017, the school had an enrolment of 89 pupils. All pupils have a primary physical disability in line with our official school designation. Most pupils present with multiple disabilities. A number of pupils have complex medical needs and this year we catered for children with tracheotomies and other rare and serious conditions. Upskilling of special needs assistants enabled the school to enroll pupils that could not be catered for in other schools. The school has a staff allocation of 16 teaching posts, including the principal, 43 SNA posts, two secretaries and a porter/care worker. The Department of Education and Skills directly funded the salaries of the teachers and SNAs, and grant funded the salaries for ancillary staff. The 24 bus escorts were employed by the CRC School Board of Management, and were paid by the Board with all payments reimbursed by the Department of Education and Skills at the end of the year. Grant-aided hot lunches and free school transport continued to be provided for all pupils.

The CRC School Board of Management is comprised as follows:

- Stephanie Manahan
Chairperson
- Dr. Owen Hensey
Patron's Nominee
- Mary Collins
Principal and Secretary
- Gus O'Hara
Community Representative
and Treasurer
- Audrey Fagan
Teacher Nominee
- Carol Kelly
Parents' Nominee
- Alin Jaleru
Parents' Nominee



CRC School

Some of our Highlights in 2017



Our senior pupils accessed the state certified courses with a number completing their Junior Certificate Schools Programme and ECDL.

In September, **7** younger pupils transferred successfully with support to their local primary schools.

Five of our younger pupils made their First Holy Communion. Our volunteers and Parents Association organised a party for the children and their families back in the school.





The school received a number of visits throughout the year including members of the Dublin team with the Sam Maguire and the Lambert Puppet Theatre.

Most of our school leavers successfully completed FETAC Levels 1, 2 and 3.

Nine senior students transferred to CRC Adult Services.

The CRC School engaged with a local second level school for the Fast Friends project and paired reading.

Four of our school leavers celebrated their graduation at the Debs Ball in the Grand Hotel, Malahide.



One of the main highlights of the school year was our Christmas Play. This year's theme was Peter Pan. Each class acted out a different scene and incorporated traditional and current songs from artists such as Katie Perry and Ed Sheeran.

A big highlight in the school year was the CRC School Art Exhibition. The theme was In CRC 'Every Child Is An Artist'. Every student in the school from pre-school to school leavers produced at least one piece of art which was exhibited and could be purchased.

The school continues to be involved at a competitive level in wheelchair hurling. This year, the Leinster GAA team won the All Ireland Championship and two All-Ireland awards. This team is made up of CRC past and present pupils as well as players from all over Leinster.

On a friendly level, our school wheelchair hurling team plays biannual matches against our counterparts in the Enable Ireland school in Sandymount. Our school team comprises of boys and girls, wheelchair users and non-wheelchairs users.

Both of these teams have been coordinated by one of our post primary teachers, Jerry Pierce, who has devoted time both inside and outside of school time over the years.



Jerry Pierce with CRC School Hurlers.



The school was a finalist in the Special Education section of the CARA National Inclusion Awards. These awards recognise organisations and people who enhance participation opportunities for people with disabilities in Sport, Physical Activity and Physical Education.

CRC School
Principal Mary
Collins (left)
and PE teacher
Maria Aragon (right)

Scoil Mochua



Scoil Mochua is located in Clondalkin, Dublin 22. We cater for students aged 3 to 18 years who have a primary diagnosis of a physical disability.

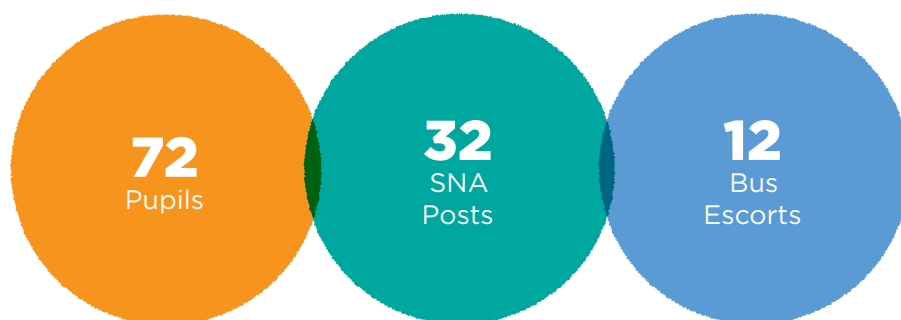
Many of our students have co-occurring needs and we also cater for students who present with mild to moderate general learning disabilities along with complex medical conditions.

Our student population is currently 72 from the catchment areas of West Dublin (Lucan, Tallaght, Ballyfermott, Clondalkin and surrounding areas) along with West Wicklow, North Kildare and Meath.

The school currently provides pre-school, primary and secondary curricula. The Aistear programme is run in our preschool classrooms, a mixture of the National Primary School Curriculum and differentiated NCCA curriculum for students aged 5-12 and we offer the Junior Cycle Levels 2 and 3 to our senior students. All of these programmes are supported by on-site therapy services such as occupational therapy, physiotherapy, speech and language therapy, psychology and nursing.

Our Board of Management had one change in 2017. Grainne Hassett was replaced by Tom Scott (CEO of Spina Bifida Hydrocephalus Ireland (SBHI) as our community representative.

- Stephanie Manahan
Chairperson
- Dr. Owen Hensey
Patron's Nominee
- Vivienne Wynne
Principal and Secretary
- Tom Scott
Community Representative
- Eamon Kilbane
Teacher Nominee
- Rory Byrne
Parents' Nominee
- Louise O'Hanlon
Parents' Nominee



Scoil Mochua **Highlights of 2017**

Green Schools Award – Scoil Mochua won the 'Best Secondary School' in the Dublin area for their work on Water Conservation – students went to a presentation in the Radisson Hotel Dublin to receive their new green flag, trophy and prize of €750.

The Erasmus+ project continued to flourish. There were training trips to Belfast, Wales and Scotland with return visits hosted from other schools. Communication Passports were launched which hugely benefitted our non-verbal student population.





Operation Transformation was a health and wellness programme launched for staff and a small group of students in Scoil Mochua. There were nutrition classes and talks, exercise sessions, weekly weigh-ins, and a whole school sponsored walk. Everyone really enjoyed the programme and an overall weight loss of 12 stone and 3 pounds was recorded.

Students from Scoil Mochua entered the South County Dublin Enterprise Awards and won 'Best Business presentation' on the day and also the 'Best Recycling Business'. Young entrepreneurs in the making!

As well as all of the above, our students continued to participate in links programmes with Collinstown Community College and the Irish wheelchair Association. We held a very successful Halloween Extravaganza, Christmas Grotto Event, Valentine's Disco, St Patrick's Day Parade and Easter Bonnet Spectacular. Finally there were many sporting events, day trips, and visits from the FAI, The Irish Cricket Club and the IRFU along with musicians, authors, the mobile library and many more. A busy year for all!

Plans for 2018

In 2018 our main aim will be to continue to lobby for our new school which is listed for construction in 2019-2021. This will have a significant positive impact on students, staff and families alike.

CRC students discuss tactics at their FAI summer camp.



The Scarecrow And his Servant



Orlaith
Byrne, 12

General Services and Capital Projects



CRC is supported by many essential but often unseen services and would not operate effectively without the dedication and commitment of our clerical and administrative staff, from the welcome at the door to the provision of hot food and the management of clinics and schedules. Clerical and support staff ensure that systems work effectively.

General Services and Capital Development aims to keep CRC buildings and facilities accessible, safe, secure, and suitable for everyone who uses them. General Services is concerned with transport, catering, facilities, maintenance and swimming pools. Capital Development oversees up-keep, development and expansion of CRC premises and accommodation.

2017 saw the roll-out of a range of capital and building projects to improve and enhance our existing portfolio of premises.

The upgrade and refurbishment works at CRC Clontarf were as follows:

- Significant refurbishment and upgrade of our reception, dining area, family room, activities room and Boardroom, creating an inviting, welcoming and modern area for everyone to use.
- Complete refurbishment and modernisation of the plant room and filtration system for the main swimming pool and the hydrotherapy pool following an unexpected failure of one of the filters in the plant room.
- Conversion of aging oil boilers to efficient gas boilers.
- Significant drainage works in the Clontarf car park to protect the building from flooding.

Capital works to create new areas or spaces, as follow:

- CRC Killester: refurbishment and redecoration of a newly leased premises for use by our adult service users in the provision of community-based services.
- CRC Swords: engagement of a design team to develop the site in preparation for providing services for our children and adults.
- New flooring at CRC Hartstown.
- Preparatory works in advance of leasing premises at Clongriffin for use by our adults in the provision of community-based services.

These works made a major difference to people using and working in the various sites, and created a bright and inviting environment for service users, staff and visitors.

Some of the projects above will continue into 2018, when we expect to complete the flood prevention works in Clontarf. We also hope to progress the development of our site in Swords and a leased premises in Clongriffin, and to identify a suitable location for our services users and staff from Coolock local centre. We also plan to upgrade our nursing department and ageing garages in CRC Clontarf.

Risk Report



Jasveen Gill, 11

The Board of the CRC is responsible for setting the organisation's risk appetite and ensuring that appropriate risk management and internal control systems are designed to identify, manage and mitigate possible risks to the achievement of the CRC's strategic and operational objectives.

In 2017 we developed a risk appetite statement which details the levels of risk that we are prepared to accept in certain key areas of activity in achieving its strategic objectives. This statement informs the risk management and internal control systems in place within those areas.

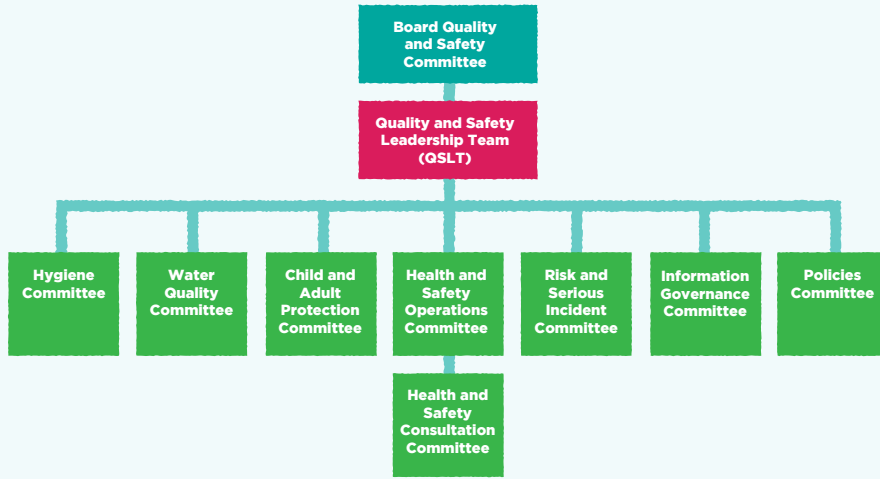
CRC Risk Management Framework

The effective management of risk requires the involvement of people at every level of the organisation including our service users, their family, carers and advocates. The CRC seeks to encourage this through a culture of open communication in addition to the operation of formal risk management processes. The Board recognises that positive and managed risk taking is essential for growth, development and innovation. Risks are not seen as barriers to change and improvement; instead they are recognised, considered and managed effectively as part of service improvements. The CRC recognises that life and risk are inseparable and that on occasion service users, as per their rights, may choose to engage in activities which hold risks as well as positive benefits. In this context the organisation is committed to promoting a person-centred and positive approach to risk management from the perspective of the person, their

family, carers and advocates. The CRC commits to involving service users and persons of their choosing in the assessment and management of risk in a manner which promotes their rights, independence and social inclusion.

The risk management framework in the CRC is based on the ISO 31000 standard and consists of frontline management of risks by department managers through their departmental risk register. The next level of oversight in the risk framework is the executive Risk and Serious Incident Committee which meets six times per year and reviews the corporate risk register at each meeting. The Quality, Risk and Safety Board Committee also monitors the corporate risk register which in turn reports upward to the Board; the corporate register is a standing item on the Board's agenda. This robust governance framework for the management of risks ensures the appropriate channels of escalation of risk as required.

2018 will see us launch the updated HSE Incident Management Framework. Our policy will be updated in line with this framework which will include the adoption of the National Incident Reporting Forms (NIRF) to replace locally developed incident reporting forms. All incidents and near misses continue to be reported via the National Incident Management System (NIMS).



Risk Assessment and Risk Register Process

The Board and management of the CRC recognise the need for a robust focus on the identification and management of risks and therefore places risk as an integral part of its overall approach to quality. Each identified risk is assessed in line with the organisational Risk Management policy which rates the risk using the HSE risk assessment tool which measures the impact and likelihood of the risk on a 5 x 5 scoring matrix. The threshold for reporting of risks on corporate risk register will depend on the risk rating as well as the extent to which the risk affects multiple locations and/or services. In 2017, the Board approved the implementation of a new risk register template which was provided by the HSE as part of their updated Risk Management policy.

Internal Audit

Following a tendering process for internal audit services in 2015, Deloitte were appointed as internal auditors of the CRC for a defined contract period. The audit plan was developed through discussion with members of the Audit Committee, the Senior Management Team and the Board to identify a range of key risk areas. Reviews were identified across a range of areas including, financial management, information

management and technology, clinical quality, governance and risk. In 2017 audits took place in the areas of IT vulnerability and Clinical Audit and Governance. The key areas of focus for 2018 include Risk Management and Business Continuity. Findings and recommendations from all audits are tracked and monitored by the Audit Committee.

Principal Risks and Uncertainties

The principal risks and uncertainties which have the potential, in the short to medium-term, to have a significant impact upon the CRC’s strategic objectives are set out below, together with an indication of the particular strategic priorities to which they relate, the principal mitigation measures and the movement in the risk in the past year. These represent the Board’s view of the principal risks at this point in time; the mitigation measures that are maintained in relation to these risks are designed to provide a reasonable and not an absolute level of protection against the impact of the event in question.

Further details on Financial Risks and Uncertainties can be found on Page 117

Risk	Impact	Principal Mitigation Measures	Movement and Development
<p>Protection of Children, Young People and Vulnerable Adults</p>	<p>The CRC is committed to safeguarding the well-being of children, young people and vulnerable adults and to ensure that employees or others working on its behalf are suitable to work in such an environment; potential risk of safeguarding and child protection incidents in the CRC due to the vulnerable nature of clients and service users availing of our services.</p>	<p>The CRC adheres to strict recruitment and selection processes for all staff and volunteers as well as pre-approval and vetting of any contractors.</p> <p>Mandatory Child and Adult Protection and Welfare training is provided for all staff on a periodic basis.</p> <p>Clear reporting processes for concerns are established both internally and externally to relevant agencies and authorities. The CRC has a number of Designated Liaison Persons (DLPs) in place across all CRC services and in both schools.</p> <p>CRC promotes a culture of protection of the welfare of our service users through organisation-wide policies and procedures, advocacy supports, programmes and engagement with service users, their families, carers and community supports.</p>	<p>No change</p> <p>The CRC will be compliant with the new additions of the Children First Act 2015 including additional training for all staff and the development of a Child Safeguarding statement by March 2018.</p> <p>Online Safeguarding training for Adult Services staff will be rolled out in 2018 which will supplement the current Safeguarding training provided both in-house and by HSE Safeguarding teams.</p> <p>Continued awareness training and supports for service users.</p>

Risk	Impact	Principal Mitigation Measures	Movement and Development
<p>Compliance, legislation and regulations (statutory, clinical, professional, ethical)</p>	<p>A material failure to comply with applicable legislation, regulations and standards across a wide range of compliance areas including procurement, clinical risk, governance, charity regulator, HIQA etc. could result in penalties, reputational harm and damage to relationships with clients, funders and donors.</p>	<p>The CRC complies with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland and the Statement for Guiding Principles for Fundraising. The CRC is also fully compliant with the requirements of registration with the Charity Regulatory Authority.</p> <p>Internal audits on compliance in the areas of public procurement guidelines and clinical audit governance identified some areas in which the CRC can increase compliance; this work is ongoing.</p> <p>As part of our service arrangement with the HSE, the CRC continuously reviews compliance with national standards and policies and remains up to date with any changes in this regard.</p> <p>Protected Disclosure and Good Faith reporting policies are in place within the CRC and an Authorised Person identified.</p>	<p>No change</p> <p>On-going work with contract consolidation to comply with public procurement guidelines will continue into 2018.</p> <p>Clinical Audit Framework for all CRC services including associated structures, policies and processes will be an area of focus for 2018.</p> <p>Standardisation of practices and the implementation of a Policy Procedure Protocol and Guideline (PPPG) framework across all CRC services and locations.</p> <p>Updated Guidelines for Charitable Organisations on Fundraising from the Public to be adopted in 2018.</p>



Risk	Impact	Principal Mitigation Measures	Movement and Development
Information Technology and Cyber Security	Maintaining adequate IT systems and infrastructure to support growth and development of CRC services may be affected by accidental or deliberate exposure to risks, theft of sensitive information or loss of service or system availability.	<p>A number of significant upgrades of the IT infrastructure were embarked upon in 2017 to enhance the security of CRC systems.</p> <p>A number of key areas in relation to cyber security have been addressed in 2017. An online training programme was rolled out to all staff to raise awareness and highlight key cyber security and social engineering threats.</p> <p>The Wannacry attack that occurred in May 2017 highlighted some minor areas that have since been addressed in order to ensure the readiness to respond to further threats of this nature.</p> <p>Strict policies are in place to ensure appropriate use of CRC systems by all users.</p>	<p>No change</p> <p>Further investment and development of the IT infrastructure including the upgrade of the CRC Client Administration System.</p> <p>An upgrade of the CRC telecommunications system is planned for 2018 to improve connectivity and voice quality.</p> <p>On-going engagement with HSE to support development and improvements</p>

Risk	Impact	Principal Mitigation Measures	Movement and Development
<p>Service Delivery Model Transformation</p>	<p>The implementation of HSE-led initiatives such as Progressing Disability Services and New Directions creates uncertainty for the CRC; these policy initiatives will require changes that will impact on service users and staff.</p>	<p>Mapping exercise for all affected services as a result of the implementation of PDS has been completed. A mapping exercise of adult service users in the shift away from congregated settings has commenced.</p> <p>Significant and on-going training and support for staff and clients during the process of change.</p> <p>The CRC continues to work closely with the HSE and other agencies within the relevant CHO structures; the CRC has played and continues to play a key role on national forums regarding the restructuring of service delivery models.</p> <p>CRC Killester hub was opened in 2017 and funding secured for additional hub.</p> <p>Significant support structures for service users were established which include an Advocacy group, Adult Services Council, Human Rights Committee. All staff continue to be supported and communicated with.</p>	<p>No change</p> <p>Appropriate governance including clinical governance structures to be determined with funder.</p> <p>A review of staff resources and staffing structure and roles in order to provide appropriate care and support to service users must be undertaken. This will include a review of work schedules and practices.</p> <p>The mapping of service users will continue as additional hubs and service locations come on stream.</p> <p>The roll out of the New Directions interim standards is envisaged for 2018. The CRC will complete a self-assessment against these standards to determine the level of compliance.</p>

Risk	Impact	Principal Mitigation Measures	Movement and Development
Information Governance	<p>The CRC must comply with the General Data Protection Regulations (GDPR) which came into effect on May 25th 2018; these regulations supersede current data protection legislation. Non-compliance with these regulations could result in significant financial and reputational damage for the CRC.</p>	<p>The CRC currently has structures and processes in place for appropriate governance of data including an Information Governance Committee, an Interim Data Protection Officer, and policies and procedures that support individual's rights under current legislation.</p> <p>A GDPR compliance gap analysis was completed in 2017 which ascertained the CRC's current compliance level. Non-compliances have been identified and ranked according to risk.</p> <p>Training of senior managers and department managers on data protection and the key changes under GDPR was undertaken.</p>	<p>Area of increased risk</p> <p>A review of arrangements with third party data processors will continue in 2018. CRC will ensure that all third parties with which it does business are compliant with GDPR and receive documented assurance to that affect.</p> <p>The compliance gap analysis outlined a number of areas that the CRC will continue to address in 2018. A risk-based approach has been adopted with the implementation of appropriate measures and controls proportionate to the level of risk.</p> <p>A training programme for all staff and the Board will be rolled out in 2018 to include a refresh of employee and volunteer induction programmes in line with GDPR requirements.</p> <p>Awareness programme for all service users to inform them of their rights under the GDPR.</p>

Risk	Impact	Principal Mitigation Measures	Movement and Development
<p>Buildings and Estate Management</p>	<p>The CRC aims to deliver services in buildings that meet the needs of our clients and staff and that are safe and fit for purpose. Insufficient investment in maintaining our buildings may lead to inadequate service provision and business interruption threats. The changes in service delivery models will also require the identification and development of suitable community based locations in order to comply with national policy.</p>	<p>An on-going buildings upgrade programme is being managed by CRC Facilities and Capital Projects department which identifies priorities for current and future sites.</p> <p>Due to the development of a primary care centre on the site of CRC Coolock local centre, this service was temporarily relocated to the Clontarf site to ensure the continuation of the services.</p> <p>A building assessment of the CRC Clontarf site was commissioned in 2017. This report identified a number of recommendations, many of which the CRC have already begun to progress.</p> <p>Health and Safety inspections of CRC sites commenced in 2017 carried out by CRC Quality, Risk and Safety department. Action plans have been put in place to address all findings.</p>	<p>Area of increased risk</p> <p>Further engagement with our funders and external consultants in identifying and securing additional locations for CRC services. The development of CRC Swords and the Clongriffin hub is envisaged for 2018 to allow for changes in service provision in line with Progressing Disability Services and New Directions.</p> <p>Further remedial works to address the recommendations highlighted in the buildings assessment report will be considered in 2018 and appropriate action taken.</p> <p>All remaining CRC sites will undergo an internally-led Health and Safety inspection by the end of 2018.</p>





Deante Troy, 20,
RT programme

Structure and Governance



BOARD OF DIRECTORS

From left to right: Tom Fleming, Diarmuid Connaughton, Robert Vard, Marie Guidon, Tom Young, Carol Ann Casey, Kieran Timmins, Tom Quinn, Sinead Cooke, Dr Ian Callanan and Dr Martine Smith.

Absent: Damien Daly, Liam Cullen, Sean Hickey, Malcolm MacLachlan, Fiona Mahon.

Structure

The CRC was incorporated on the 8th day of October 1953 as a company limited by guarantee and not having a share capital. The CRC was established under a Memorandum of Association which recognised the objects and powers of the Company and it is governed under its Articles of Association and by the Board of Directors.

The purpose of the CRC is to provide a range of services to people with disabilities, including medical, therapeutic, social and recreational. Within the parameters and language of the Charities Act 2009 description of charitable activities, the CRC provides for;

- the integration of those who are disadvantaged, and the promotion of their full participation, in society
- the advancement of community welfare including the relief of those in need by reason of disability
- the advancement of education

The CRC has been granted charitable status under Sections 207 and 208 of the Taxes Consolidation Act 1997 with the Charity Number 4998. The activities of the Company are charitable in nature and all income is applied solely towards the promotion of the charitable objectives of the Company.

Members

In 2014, following the appointment of the new Board of Directors the Company had six members. Those six members resigned immediately following the Annual General Meeting for 2014. In accordance with the Company's Articles of Association, the Board appointed new members from their number. In 2015 following the enactment of the Irish Companies Act 2014 the statutory minimum number of members required was reduced to 1. The Revenue Commissioners require a minimum of 3 members for a charity. The CRC amended the Articles of Association and at least 3 members from their number continue to be appointed. The current members of the CRC are as follows:

- Sinead Cooke
- Tom Quinn
- Carol Ann Casey
- Tom Fleming

On 8 September 2017, following the resignation of Fiona Mahon as a Director and member of the Company, her one share was transferred to Sinead Cooke.

Kieran J. Timmins

(Chairperson) (Irish)

Joined the Board on 27 March 2014.

Member of Remuneration & Nominations Committee, Governance Committee and Investment Committee.

Kieran J Timmins is currently Chief Executive Officer and a founding member of SmartCentric Technologies International Ltd, a software solutions company focused on secure payments. Kieran has extensive experience in the financial services and card payments industry, both domestically and internationally.

With a career spanning 37 years, he has held a number of management, marketing and technical positions in companies such as Fujitsu Services (formerly ICL), Kindle Banking Systems (now part of Misys Group), IBM and Smurfit Computing. A graduate of Trinity College Dublin with a Masters in Management (organisational behaviour), Kieran was formerly a Director of the Rise Foundation, a charity founded by Frances Black in 2009 and a member of the Professional Conduct Committee of the Pharmaceutical Society of Ireland.

Ian Callanan

Non-Executive Director (Irish)

Joined the Board on 1 December 2017.

Member of Quality, Safety & Risk Committee.

Ian Callanan is the Group Clinical Audit Facilitator for St Vincent's University Hospital, St Vincent's Private Hospital and St Michaels Hospital and Medical Director for Irish Life Health Insurance Ireland. In the past, he was National Lead for Clinical Audit within the HSE, and, as a member of the Professional Competence Committee of the Medical Council, he was involved in the initiation and rollout of the CPD programme requirements for doctors in Ireland.

Previously a board member of the Health Information and Quality Authority (HIQA) from 2005-10, past President of the Irish Society for Quality and Safety in Healthcare and a board member of the European Society for Quality in Healthcare. He has been involved in a number of EU initiatives on patient safety, measurement of risk and publication of guidance on safety initiatives.

He is co-editor of the International Journal of Healthcare Quality Assurance, an international peer reviewed scientific journal and was recently appointed to the editorial advisory board of the journal, Clinical Governance.

Carol Ann Casey

Vice-Chair and Non-Executive Director (Irish)
Joined the Board on 27 March 2014.

Chairperson of the Remuneration and Nominations Committee and member of the Governance Committee.

Carol Ann Casey is Managing Director of CA Compliance specialising in independent investigations, governance and HR compliance services.

Concurrently Carol Ann holds the statutory office as the Independent Adjudicator of the Law Society of Ireland where she impartially examines the Law Society's handling of complaints and compensation fund claims and can recommend changes to the Law Society to maintain the highest standards.

Carol Ann is a Chartered Director of the Institute of Directors and a Chartered Fellow of the Chartered Institute of Personnel and Development. She holds a Master's degree in human resource strategies along with qualifications in dispute resolution, regulatory affairs and corporate governance. She is CEDR qualified in mediation.

Carol Ann is a Non-Executive Director of The Blarney Woollen Mills Group and a member of its Audit and Risk Committee. She is also a National Council Member of the Small Firms Association.

Diarmuid Connaughton

Non-Executive Director (Irish)
Joined the Board on 13 February 2017.

Chairperson of the Audit Committee and member of the Quality, Safety & Risk Committee.

Diarmuid Connaughton retired from Bank of America Merrill Lynch in 2013. During his 29-year career with the bank, he was Country Executive for Ireland and gained extensive financial services experience at Managing Director level in corporate and investment banking, capital markets, treasury services, investment management and credit risk assessment. He managed a portfolio of clients split between indigenous European Healthcare names and large Irish Corporate clients.

Following a successful career with Bank of America Merrill Lynch, Diarmuid spent two years as Finance Director at Future Finance Loan Corporation Limited. Future Finance, a private student lending company, was established in 2013 and is backed by private equity.

Diarmuid was Chairman of Peamount Hospital and a Director for various Bank of America and other multinationals Irish subsidiaries.

Diarmuid qualified as a Chartered Accountant with KPMG and is a Fellow of the Institute of Chartered Accountants in Ireland. He holds an Honours Bachelor of Commerce degree from UCD.

Sinead Cooke

Non-Executive Director (Irish)

Joined the Board on 14 November 2011.

Member of Audit Committee and Remuneration and Nominations Committee.

Sinéad is a fellow of the Institute of Chartered Accountants of Ireland. She is a graduate of UCD, where she obtained a Bachelor of Commerce Degree and a Postgraduate Diploma in Professional Accounting. Sinéad started her career in audit in the accountancy firm BDO and later moved to PWC, first in Dublin and then San Francisco.

She also worked as Financial Controller in Xtra-Vision. Sinéad also lectured in Accounting and Finance in Griffith College after which she took a career break to mind her three young children.

Sinead joined the CRC Board of Directors in November 2016.

Liam Cullen

Non-Executive Director (Irish)

Joined the Board on 1 December 2017.

Member of Remuneration and Nominations Committee and Governance Committee.

Liam Cullen is the Director of External Affairs and Public Policy with GSK Ireland. Prior to joining GSK, Liam was the CEO of the Irish Foster Carers' Association.

He has worked as a Government Special Adviser in the Department of Health and Children and was previously a political and economic specialist in the US State Department. Liam graduated with a Master's degree in Economic Science from University College Dublin. He holds a Certificate and Diploma in Company Direction from the Institute of Directors and a Diploma in Management Practice from National University of Ireland Galway.

Damien Daly

Non-Executive Director (Irish)
Joined the Board on 14 April 2014.

Chairperson of the Investment Committee and member of Audit Committee.

Damien Daly was appointed Head of Customer Experience and Products, Ulster Bank Ireland DAC in April 2018. Damien has extensive experience in the financial services industry across retail banking, capital markets and treasury management. Damien previously worked in Bank of Ireland where he held a number of senior roles over 13 years including most recently Managing Director of Bank of Ireland UK's AA Financial Service Business and a member of the BOI UK Executive Management Team. Other roles include Director of Marketing and Customer Analytics, Retail Ireland Division, Head of Customer Deposits, Group Treasury Division and Head of Strategy and Marketing, Global Markets Division. Prior to joining Bank of Ireland, Damien held a number of senior product management and customer acquisition roles at Eir (formally Eircom), Ireland's national telecommunications carrier.

Damien holds an MSc. Business Administration from Trinity College Dublin and is a Certified Bank Director (Institute of Bankers).

Thomas Fleming

Non-Executive Director (Irish)
Joined the Board on 27 March 2014.

Member of Investment Committee and Remuneration and Nominations Committee.

Tom Fleming joined Volkswagen Group Ireland as Director of Human Resources in 2011.

Tom has a Business Degree from NIHE Dublin and a Postgraduate qualification in the Psychology of Organisational Development and Change from Herriot-Watt University, Edinburgh. He has been a member of the Chartered Institute of Personnel and Development for over 25 years.

After graduation, Tom spent 14 years in the UK working in various human resources and operational roles with leading multinational organisations including Alstom, PepsiCo, B&Q and Jewson. Tom returned to Ireland in 2001 to join Diageo where he spent eight years in senior HR and commercial roles. He has also worked as an Organisation Development Consultant in both Ireland and the UK.

Professor Marie Guidon

Non-Executive Director (Irish)
Joined the Board on 1 December 2017.

Member of Governance Committee.

Marie Guidon is Head of the RCSI School of Physiotherapy. During her clinical career, she worked in Connolly, Jervis St., Richmond and Beaumont Hospitals. She was subsequently appointed Physiotherapy Manager in St. James's Hospital. She completed Postgraduate education in sports medicine, hydrotherapy and cardiorespiratory physiotherapy, and was awarded an MSc (Research) from Trinity College Dublin and a PhD from NUI/RCSI.

In 1998 she moved to RCSI to take up the position as Head of School of Physiotherapy and the first graduates from the School were conferred in 2002. She is a member of RCSI Academic Council and Senior Leaders Group. She has been actively involved in the Irish Society of Chartered Physiotherapists (ISCP), the professional body for physiotherapy in Ireland, for many years and has served on a number of committees including Education and International Affairs.

She is currently President of the ISCP and chairs the ISCP Professional Procedures/Ethics Committee. She has represented the ISCP at regional, national and international level.

Sean Hickey

Non-Executive Director (Irish)
Joined the Board on 27 March 2014.

Member of Quality, Safety and Risk Committee and Audit Committee.

Sean is CIO of abcam, the leading global supplier of protein research tools, based in Cambridge, UK. He graduated from UCD in 1989 and subsequently spent eight years working within the Irish Health Service. His wide ranging career in the private sector has spanned a number of different industries with the last 15 years primarily spent in IT Director roles with Boots, H&K International, Kepak, Kingspan, TOP and BWG Foods. He brings practical experience of building IT and Business Strategy, and of leading major transformation programmes across a number of different industries.

He grew up locally in Clontarf and as a child benefitted from the CRC's services. As a student, he worked part time developing assistive technology computer programmes for the CRC.

Malcolm MacLachlan

Non-Executive Director (Scottish)
Joined the Board on 27 March 2014.

Malcolm “Mac” MacLachlan is Professor of Global Health at Trinity College Dublin and Extraordinary Professor of Rehabilitation at Stellenbosch University, South Africa. He has worked as a clinician, organisational consultant and academic in Europe, Asia and Africa, with civil society and United Nations organisations.

He is currently leading two expert groups commissioned by the World Health Organisation to develop recommendations for the global provision of rehabilitation services, in the areas of leadership and governance, and workforce configuration. He is also playing a leading role in knowledge management of the United Nations’ Partnership for the Rights of Persons with Disabilities. His work combines a clinical perspective with a strong commitment to the social and human rights approaches to disability. He is a Fellow of both the Psychological Society of Ireland and the British Psychological Society, a Member of the Royal Irish Academy and is the recipient of the American Psychological Association’s International Humanitarian Award for 2014.

Fiona Mahon

Non-Executive Director (Irish)
Joined the Board on 3 November 2014.

Fiona Mahon is a Chartered Secretary with over 20 years’ experience as a Company Secretary and corporate governance professional. Fiona is currently Company Secretary of CitiBank Europe Plc. Prior to this, Fiona was Head of Company Secretarial at Eversheds and has previously worked with KPMG, Ernst & Young, Irish Bank Resolution Corporation and was Deputy Group Secretary at Bank of Ireland. Fiona has experience as a Director on a number of Boards and has worked extensively with Boards across the spectrum with companies ranging from small single member companies right up to listed and regulated PLCs.

Fiona’s specialities include Corporate Governance, Company Law, Law of Meetings and Meeting administration, Statutory Compliance, Regulatory and Stock Exchange compliance, and Fitness and Probity. Fiona has experience on high level regulatory committees responsible for formulating policies including the Company Law Review Group and CROLink and was the youngest and first female President of the Institute of Chartered Secretaries and Administrators (ICSA) in Ireland. Fiona is currently the Chair of the Irish Company Secretaries Group.

Tom Quinn

Non-Executive Director (Irish)
Joined the Board on 27 March 2014.

Tom Quinn retired in 2009 as RTÉ Group Secretary after 40 years' service. His previous positions included Staff Relations Executive, Job Evaluation Manager, New Administration Manager and Director of Corporate Affairs/Secretary. He is a founding Director of TG4 and former Chairman of Radio Tara Limited (Atlantic 252).

Tom is currently a Director of Don Bosco Teenage Care Housing Association and a Trustee of the RTÉ Benevolent Society. As a former representative of the Corporate Governance Association, Tom was a member of the working group that produced the Governance Code for Community, Voluntary and Charitable Organisations that was issued in 2012.

A Barrister-at-Law and Chartered Fellow of the Chartered Institute of Personnel and Development, Tom holds a B.A. and Postgraduate Diplomas in Social Science, European Law and Corporate Governance from UCD.

Robert Vard

Non-Executive Director (Irish)
Joined the Board on 22 January 2016.

Member of Remuneration & Nominations Committee and Governance Committee.

Robert Vard is an associate in the Pensions Department of the law firm Eversheds Sutherland, where he advises on all aspects of pension law, practice and regulation and the interpretation of trust deeds. He also provides advice on financial services and regulatory issues.

He has a longstanding relationship with the CRC, having been diagnosed with cerebral palsy at the age of nine months and was a frequent user of services until he was 18.

Robert has continued his connection with the organisation through fundraising and active volunteering. He is a graduate of Trinity College Dublin, where he obtained a Masters in Arts and a Masters in Law. Robert also holds a Postgraduate Diploma in Law from the Dublin Institute of Technology and a Diploma in Finance Law from the Law Society of Ireland.

Robert previously served as a Board member of the Hibernian Law Journal and is currently a council member of the Association of Pension Lawyers in Ireland (ALPI).

Tom Young

Non-Executive Director (Irish)

Joined the Board on 13 February 2017.

Chairperson of the Governance Committee.

Tom Young is an independent non-executive Director. He is a Director of BNY Mellon Trust Co. (Ireland), Chairman of Cunamh Adoption Services and on the Audit Committee of the Public Appointments Service.

Tom had an extensive career in international banking and financial services in Ireland, with Citibank, HSBC and BNY Mellon.

He has extensive experience of the regulatory licensing process in several EU jurisdictions and is a specialist in governance compliance and risk management, banking and funds, trustee and depositary services.

Tom is a graduate of UCC. He is a Chartered Secretary and holds a Certificate and Diploma in Company Direction from the Institute of Directors. Tom is former Chairman of the Federation of International Banks in Ireland (FIBI) and a current member of the Irish Funds Directors Association (IFDA).

Company Secretary

The Company Secretary for the period 01/01/2017 to 31/12/2017 was Thérèse Allen.

Senior Management Team

CEO

Stephanie Manahan

Medical Director

Dr Owen Hensey

Head Of Children's and Clinical Services

Geraldine Prunty

Head of Adult Services

Alison Mccallion

Head Of Specialist Services and Research

Mike Walsh

Head of Quality, Risk and Safety

Stephanie Kilrane

Head of General Services and Capital Projects

Jane Mitchell

Head of Human Resources

Gerry Fallon

Head of Finance

Michael Wickham Moriarty

Head of Philanthropy, Fundraising and Partnerships

Ziva Newman

Governance

We, the Board of Directors of the Company, are responsible for the overall control, governance and management of the CRC.

We delegate the day-to-day management of the CRC to the Senior Management Team (SMT), which comprises the Chief Executive Officer and a number of key Senior Managers. We are Trustees of two schools which provide primary and post primary special needs education under the auspices and governance of two school Boards of Management.

The CRC's Board of Directors and five Board Sub Committees (the Committees) oversee the organisation to ensure transparency and best practice in all areas of the business. All Directors and members are employed on a voluntary basis.

In accordance with best practice for charitable and not-for-profit entities, the Charities Statement of Recommended Practice (SORP) FRS102 has been adopted for this set of accounts.

The Board Committees identified and delivered on a number of work streams and the executive established clear reporting lines, enhanced internal controls and accountability throughout the CRC.

The CRC launched its five year strategic plan in November 2016 following considerable collaboration and consultation with all key stakeholders; this is detailed on Page 17 of this annual report.

The new service arrangement 2015 to 2018 with the Health Service executive ('HSE') was

agreed and signed and the CRC delivered on all of its responsibilities within that arrangement for the period 01/01/2017 to 31/12/2017.

We confirm that our organisation complies with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland and the Guidelines for Charitable Organisations Fundraising from the Public. We are fully compliant with the requirements of registration with the Charities Regulator. We are up to date with the requirements of the HSE Compliance Statement for Section 38 agencies. We confirm that we are not required to provide a Directors' Compliance statement this year and this is set out in further detail in the financial statements.

Membership Of Board Of Directors and Committees

	Board of Directors	Audit Committee	Quality, Safety and Risk Committee	Remuneration & Nominations and Committee	Governance Committee	Investment Committee
Dr Ian Callanan	✓		✓			
Carol Ann Casey	✓			✓ ©	✓	
Diarmuid Connaughton	✓	✓ ©	✓			
Sinead Cooke	✓	✓		✓		
Liam Cullen	✓			✓	✓	
Damien Daly	✓	✓				✓ ©
Tom Fleming	✓			✓		✓
Marie Guidon	✓				✓	
Sean Hickey	✓	✓	✓			
Malcolm MacLachlan	✓		✓	✓	✓	
Fiona Mahon	✓		✓ ©		✓	
Tom Quinn	✓					
Kieran J. Timmins	✓ ©			✓	✓	✓
Robert Vard	✓			✓	✓	
Tom Young	✓				✓ ©	

© Chairperson

Board of Directors

The CRC is governed by the Board of Directors who all work in a voluntary capacity and we have not received any remuneration in respect of our services to the Charity. No Director expenses have been claimed during the period 1 January 2017 to 31 December 2017.

There were no instances or arrangements during the period 1 January 2017 to 31 December 2017 whereby a Director was materially interested in the Charity's activities. There is a Conflict of Interest Policy in existence in the CRC which outlines the procedure and process to deal with and manage all potential and existing conflicts, as and when they arise. In addition, the CRC maintains a Register of Directors' Interests which identifies any interests that could give rise to a conflict of interest.

During 2017, we updated our Directors Handbook, which serves as the internal written Code of Governance for the Board and includes systems of internal controls and core governance standards to ensure compliance with the CRC's obligations. The Handbook also contains the Directors' Code of Conduct.

In addition, the Board has the following schedule of matters reserved for the Board which are detailed in full in the Directors' Handbook:

1. Strategy and management
2. Financial reporting and control
3. Internal controls
4. Contracts
5. Communication
6. Membership of the Board and other appointments
7. Remuneration
8. Delegation of authority
9. Corporate Governance matters
10. Policies
11. Other Matters

Appointments & Resignations

Noted below were changes to our Board of Directors during the period 01/01/2017 to 31/12/2017:

Resignations:

- Mr Malcolm MacLachlan (resigned 24 February 2017)
- Ms Fiona Mahon (resigned 31 August 2017)

Appointments:

- Mr Tom Young (appointed 13 February 2017)
- Mr Diarmuid Connaughton (appointed 13 February 2017)
- Dr Ian Callanan (appointed 1 December 2017)
- Professor Marie Guidon (appointed 1 December 2017)
- Mr Liam Cullen (appointed 1 December 2017)

The following changes occurred on the Board post the year end:

- Appointment of Dr Martine Smith as Director on 1 February 2018
- Retirement of Mr Kieran Timmins as Director and Chairperson on 31 March 2018
- Appointment of Ms Carol Ann Casey as Chairperson on 31 March 2018
- Retirement of Mr Sean Hickey as Director on 30 April 2018
- Appointment of Dr John Ryan on 1 May 2018

The Board are appointed for an initial term of three years which may be extended in accordance with the Constitution of the Company for a maximum of three terms.

Following notification of a resignation from the Board of Directors, the Remuneration and Nominations Committee review any skills gaps resulting from the resignations and seek to identify any areas of expertise required to ensure we are operating and performing to the Board's fullest potential and in the best interests of its stakeholders at all times. Following appointment, and once all formalities, such as Letter of Appointment and Companies Registration Office Returns are filed; all new Board members are invited to meet the Chairperson and to attend an induction meeting with the CEO. The induction meeting involves an overview of the organisation, includes receipt of the Directors' Handbook, organisation charts and finally a tour of the CRC including the school, and an introduction to members of the Senior Leadership Team. New Board members also receive formal desk-based training on our Board Paper software application.

Board Diversity

The CRC is built on the concept of inclusion and equality. We recognise the benefits of having a diverse Board that respects and embraces diversity and inclusion to enhance the quality of its performance. We take Board diversity seriously and in line with our strategic plan, we have instigated the drafting and implementation of a Board Diversity Policy in 2017 for approval by the Board of Directors in Quarter 1, 2018 which sets out the approach to achieve diversity on the Board of the CRC.

Training

We are a member of various bodies who provide training events throughout the year to Directors. Examples of some events attended by representatives of the Board during the year are as follows:

- Non-profit bodies and the Public Sector; what are the key challenges
- The Road to better Governance in Organisations
- Workshop for Board Members
- Audit Chairs Round Table
- Roles and Responsibilities of Board Members
- Finance for Board Members of Public Bodies
- Strategy- Effective Planning and Implementation
- Audit Committee - Key Features of an Effective Committee
- Regular policy and sectoral updates – CEO and Management Team
- General Data Protection Regulations ('GDPR') Presentation – External Company

- Board Diversity and Unconscious Bias – Dr Margaret Cullen, Director of Executive Education, Institute of Banking.

We are aware of the impending deadline for compliance with the General Data Protection Regulations ('GDPR') and have engaged an external consultancy firm to assist in this regard. During the Board meeting held on 15 December 2017, we received an overview of GDPR from the Head of Quality, Safety and Risk.

Towards the end of 2017, we introduced a training initiative at Board meetings titled 'Keeping Connected' which involves inviting a service area to attend the Board meetings to provide an overview of their area to the Board. This is followed by a Questions & Answer session. To date the Board has received training and presentations on the following areas of the organisation:

2017 Board Meetings	Keeping Connected Presentation
February 2017	School Age Disability Team
April 2017	Adult Services
June 2017	Adult Services Council
September 2017	Feeding, Eating Drinking and Swallowing Services (FEDS)
October 2017	CRC School
December 2017	Gait Lab

In addition, a new initiative for service user engagement was introduced towards the end of 2017, whereby a member of the Board has

attended one of the monthly Adult Services Council meetings. These meetings are held in various CRC locations and hubs and consist of representatives from Adult Services and CRC senior staff. These meetings allow CRC adults an opportunity to offer feedback to the Board and provide an opportunity for Board member engagement.

To date the following meetings have been attended by Board members:

Adult Services Council Meetings	Attendance from Board Members
Thursday, 5th October	Diarmuid Connaughton
Thursday, 26th October	Sinead Cooke
Thursday, 30th November	Tom Quinn & Kieran Timmins

This initiative will continue in 2018, with Board members assigned to a Council meeting for each calendar month of the year.

Board Strategy Away Day

In November 2017, the Board and the Senior Management Team held their first off-site Strategy Day.

During the first half of the day the Board members and the SMT discussed five major strategic initiatives and recorded the outputs for further attention. Various presentations were scheduled during the day covering relevant topics such as infrastructure with guest speakers invited

to present. In addition, Dr Margaret Cullen, Director of Executive Education, Institute of Banking, held a training session on Board Diversity and Unconscious Bias for the Board members in the afternoon. Following the success of the event, the Board Strategy Day will now form part of the Board calendar on an annual basis going forward.

External Board Effectiveness Review

During early 2017, the Board commissioned an External Board Effectiveness Review. The review consisted of an initial meeting with an external consultant to agree the approach with the Chairperson and Company Secretary. Following this, a significant volume of relevant corporate documentation was requested and provided to the Consultant for review. An online survey was then issued to the Board members on board effectiveness. A number of interviews with Board members were then held with the Consultant and finally a three hour long interactive workshop was held in the CRC with the Board members and Consultant present. Finally, a comprehensive Report was issued to the Board from the Consultant and included findings from the Board Effectiveness Review and outlined a detailed action plan for future improvement. The Board tabled the action plan at each subsequent Board meeting and worked diligently on implementing the recommendations from the Report. All recommendations have now been adopted and implemented by the Board of Directors.

Succession Planning

The Board has considered and reviewed Succession Planning for the Board during the year and in addition reviewed the Succession Planning Policy for the Chief Executive Officer and the Senior Management Team.

Chief Executive Officer was invited and attended all six Board meetings. In addition, representatives from the Senior Management Team were invited to attend a number of Board meetings as required throughout the year. The attendance record at the Board Meetings is noted below:

Board Meetings

The Board met on six occasions during the year for scheduled Board meetings. The

All Board meetings were held in person at the CRC but included attendance facilitated by teleconference.

The Board met in the absence of the CEO in compliance with regulatory requirements.

CRC attendance record - 2017 Board & Committee Meetings

		Board Meetings	Audit Committee Meetings	Governance Committee Meetings	Remuneration & Nominations Committee Meetings	Investment Committee Meetings	Quality, Safety & Risk Committee Meetings
CRC Board of Directors	Kieran J. Timmins	5/6		2/2	2/2	2/2	
	Carol Ann Casey	6/6		4/4	7/7		
	Malcolm MacLachlan	1/1		2/2			1/1
	Damien Daly	4/6	5/6			1/2	
	Sean Hickey	5/6	4/6				4/4
	Fiona Mahon	2/3		2/2			2/2
	Tom Young	6/6		4/4			
	Diarmuid Connaughton	6/6	5/5				2/2
	Robert Vard	5/6		3/4	5/7		
	Tom Quinn	6/6					
	Tom Fleming	4/6			6/7	1/2	
	Sinead Cooke	6/6	6/6		6/7		
	Ian Callanan	1/1					
	Liam Cullen	1/1					
Marie Guidon	1/1						
Independent Committee Member	Anne Matthews						2/2
Company Secretary	Thérèse Allen	6/6	6/6	3/4	6/7	2/2	4/4
Senior Management Team 'SMT')	Stephanie Manahan Chief Executive Officer	6/6	5/6	3/4	7/7	2/2	3/4
	Michael Moriarty, Head of Finance	5/6	6/6			2/2	
	Stephanie Kilrane, Head of Risk	3/4					3/4
	Gerry Fallon, Head of Human Resources				4/7		

Board Committees

The Board has five Committees, as noted below, and the Board delegates specific responsibility to these Board Committees as set out in their Terms of Reference which are reviewed annually. We have scheduled a review of the composition of each Committee during early 2018, to ensure the Committees have the correct skills set and ensure they are performing effectively.

The Chairperson of each Committee is a Board Director and reports back to the Board at each meeting. The CEO and members of the Senior Management Team are invited to attend these Committee meetings.

- Remuneration and Nominations Committee
- Audit Committee
- Governance Committee
- Quality, Safety and Risk Committee
- Investment Committee

The activities of the Board Committees are detailed below:

Board Remuneration & Nominations Committee

The role of the Remuneration and Nominations Committee is to review the structure, size and composition, including the skills, knowledge and experience of the Board and its Committees and make recommendations to ensure the Board is effective and fit for purpose.

This Committee is also responsible for succession planning for the role of CEO and for ensuring that the remuneration of the CEO is compliant with public pay policy.

The Committee met on seven occasions throughout 2017.

During 2017, the key achievements and focus areas of the Committee were as follows:

- Development and review of a Skills Matrix for the Board of Directors
- Facilitating an external Board Effectiveness Review
- Implementation, recommendations and oversight of succession planning for the Board and Senior Management Team.
- Annual review and update of the Committee Terms of Reference
- Recruitment of new Board members (5)
- Recruitment of new Chairperson
- Development of new Co-optee Policy for Committees
- Review of Company Membership
- Annual Committee Evaluation Survey roll out and implementation of recommendations

- Consideration of the public pay policy for senior executives.
- Consideration of Human Resource issues relevant to this Committee
- Review of Chief Executive Officer's Objectives for the year
- Review of Service User Participation at Board level and implementation of new Board training initiative - 'Keeping Connected Presentations' at Board meetings

The priorities for 2018 are:

- Update and review of Directors Skills Matrix, review of Board composition and Committee composition
- Ongoing review of nominations to the Board and its Committees
- Approval of key staff policies
- Implementation of Board Diversity Policy
- On-going Succession Planning for Board and Senior Management Team
- Oversight of key human resource risks on behalf of the Board
- Consideration of the public pay policy for senior executives
- Review of Chief Executive Officer's Objectives for the year

Meetings were held in person but included attendance facilitated by teleconference. Kieran Timmins retired from the Committee on 15 December 2017 and Liam Cullen and Marie Guidon were appointed to this Committee following the year end.

Board Audit Committee

The role of the Audit Committee is to review the adequacy, scope and effectiveness of accounting and internal control systems for all financial activities carried out by the CRC. The Audit Committee is an advisory committee to the Board and must satisfy itself, on behalf of the Board that key financial controls are operating, that ethical practices in financial reporting are being reinforced, that key accounting estimates and judgements are being properly made and that internal and external audits are effective whilst cognisant of the fact that the management of the CRC are responsible for the internal controls and financial statements.

The Committee met on six occasions during the year.

During 2017, the key achievements and focus areas of the Committee were as follows:

- Appointment of a new Committee Chairperson
- Review of The Care Trust DAC relationship and support for same
- Review and recommendation of the Annual Report and Financial Statements for 31 December 2016 to the Board
- In accordance with good governance the Committee met with the auditors in the absence of the management
- Finalisation of the Financial Authority Levels Policy
- Finalisation of the Reserves Policy and completed bi-annual review
- Oversight and review of advisors, Deloitte, as Internal Auditors who report to the Audit Committee
- Consideration of a number of internal

audit reports and oversight of management response and action

- Review Finance Risk Register at each meeting
- Instigated a Taxation Compliance Review during the year and implemented recommendations arising
- Reviewed the 2017 Audit Plan/Audit fees for CRC

The priorities for 2018 include:

- Review of the 2017 Financial Statements cognisant of reporting requirements of Charities SORP FRS102
- Ongoing review of documentation of the Internal Control Framework and Financial Authority Levels
- Completion of the Taxation Compliance Review
- Review renewal of External and Internal Audit contracts
- Review of financial risk management processes
- Review Committee membership

Meetings were held in person but included attendance facilitated by teleconference. Sinead Cooke was appointed to this committee and Diarmuid Connaughton was appointed as Chairperson of this committee on 14 March 2017.

Board Governance Committee

The Governance Committee are responsible for making recommendations to the Board on matters of governance policy, compliance and regulation.

The Committee met on four occasions during the year.

During 2017, the key achievements and focus areas of the Committee were as follows:

- Appointment of a new Chairperson for the Committee
- Annual review of the Committee's Terms of Reference
- Completion of the Annual Programme of Work for the Committee
- Completion of the Annual Self - Assessment - Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland
- Review of the HSE Annual Compliance Statement 2017 with recommendation to Board
- Review of HSE Service Arrangement for 2017 with recommendation to Board
- Review of Code of Governance for State Bodies
- Review of CRC Code of Standards and Behaviours Policy with recommendation to Board
- Review of CRC Protected Disclosure Policy with recommendation to Board
- Completion of an External Board Effectiveness review and implementation of recommendations
- Review of the Internal Audit Report on Governance Structures and implementation of recommendations
- Annual review and update of Directors Handbook

- Annual Evaluation of the Governance Committee and implementation of recommendations
- Review of Company Secretarial Board Reporting Software
- Review of Annual General Meeting attendance
- Recommendation to Board regarding the Annual Board Strategy Day agenda
- Board Training Recommendations
- Review of Directors Compliance Statement

The priorities for 2018 include:

- Adopting the Annual Programme of Work, scheduling annual review of compliance and regulatory requirements
- Reviewing relevant policies for recommendation to the Board
- Board training record and continued focus on professional development for the Board and Committee members
- Conducting the Annual Board Evaluation
- Conducting an Annual Self-Assessment of the Committee
- In relation to executive reporting to the Board, reviewing report formats, consulting with the Board, recommending and overseeing implementation of agreed improvements
- Participating in consultations regarding governance matters for the sector

Kieran Timmins retired from the Committee on 15 December 2017.

Board Quality, Safety & Risk Committee

The purpose of the Committee is to oversee quality, safety and risk across the CRC on behalf of the Board. To seek assurance that necessary standards, systems and actions relating to quality, safety and risk are being adhered to and taken throughout the service and that all relevant and required reporting and monitoring are carried out. To support the Quality, Risk and Safety team to develop a culture of Quality, Safety and Risk Management within the CRC, and to ensure alignment with the overall CRC Governance Framework.

The Committee met on four occasions during the year.

During 2017, the key achievements and focus areas of the Committee were as follows:

- Oversight of the work of the Executive Quality, Safety and Risk management function
- Reviewed and recommended to the Board the Quality, Safety and Risk programme
- Reviewed and challenged the CRC Risk Register and Corporate Risk Register and controls in place
- Monitored adherence to regulatory and legal requirements
- Reviewed and considered the QSLT's minutes
- Drafted the Risk Appetite Statement with recommendation to Board
- Monitored all active legal cases
- Reviewed the Committee Terms of Reference
- Reviewed the membership of the Committee

- Appointed a new external co-optee member
- Received updates on Data Protection and Cyber Risk
- Review of legal cases
- Considered the appointment of a Data Protection Officer & Risk, Health and Safety Officer

The priorities for 2018 are:

- Oversight and review of the Risk Register and associated controls
- Approval of relevant Health Safety & Risk Policies
- Compliance with Data Protection legislation
- Appointment of a Data Protection Officer and Risk, Health & Safety Officer
- Further enhancement of the Committee membership

Investment Committee

The Board Investment Committee is responsible for making recommendations to the Board on investment of surplus funds.

The Committee met on two occasions during the year.

During 2017, the key achievements and focus areas of the Committee were as follows:

- Review of Terms of Reference
- Annual Committee Evaluation
- Review of investable surplus funds
- Agreement on investment decision for surplus funds
- Review allocation of deposits

The priorities for 2018 are:

- Ongoing review of investments
- Ongoing review of deposit allocation
- Enhancement of the Committee membership



Governance in Action



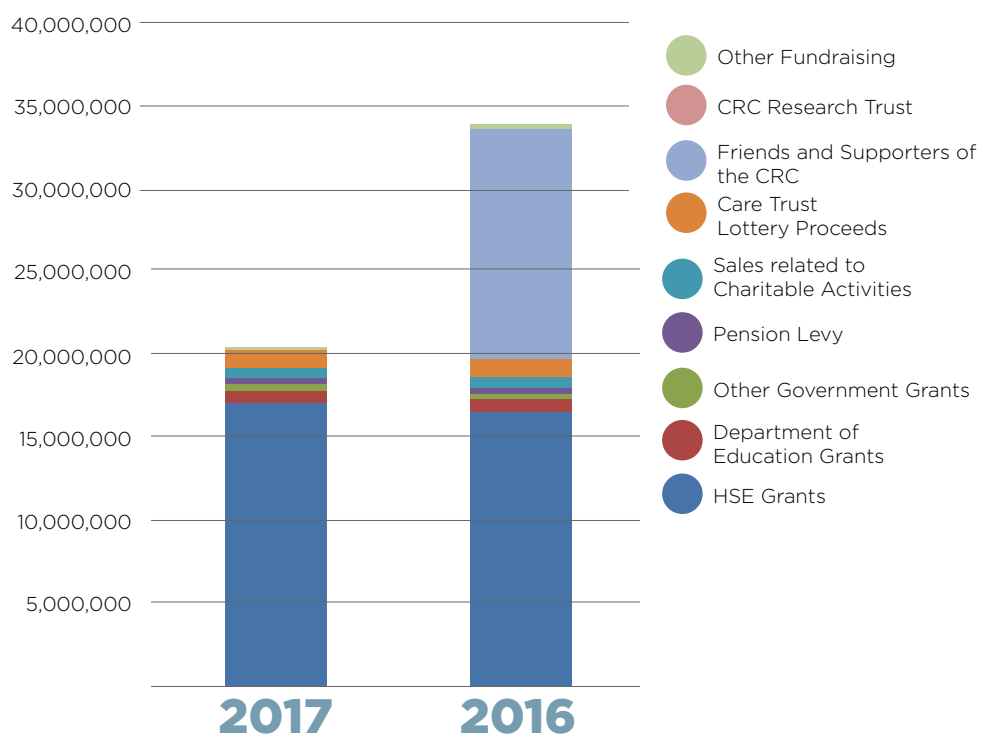
Financial Review and Performance



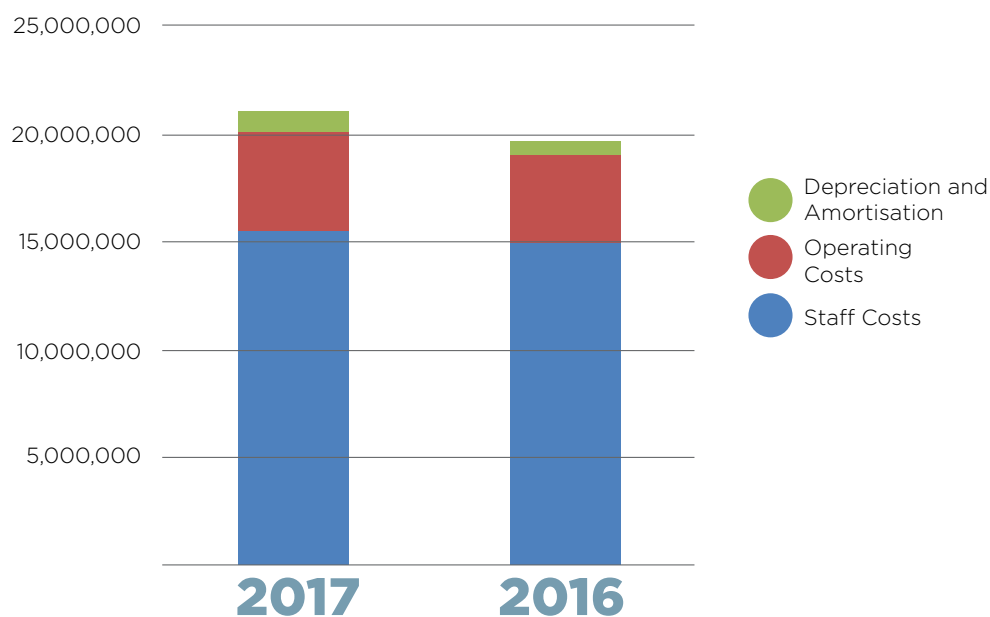
CRC
Central Remedial Clinic

Financial Review

Income



Expenditure



The Directors present their financial report for the financial year ended 31 December 2017.

Financial Review and Performance

In keeping with the CRC Strategic Plan, 2017 was a year of major capital investment by the CRC. Following the transfer of €13,775,566 from Friends and Supporters of the Central Remedial Clinic Limited (“F&S”) to the CRC in 2016, the CRC began in 2017 a series of capital projects for the long term benefit of those who use the CRC. €932,735 was spent on a major flood defence project at the CRC’s Clontarf premises to ensure the long term sustainability of this building. This premises suffered two major flooding incidents in the past ten years. This flood defence work is ongoing, with additional costs of €455,766 also committed for 2018. During 2017 €797,631 was spent on a major internal redevelopment of the main public facing spaces of the Clontarf premises, with additional costs of €74,622 committed for 2018. This includes the refurbishment of the reception and canteen as well as the development of a new family room for clients. This work is due for completion in early 2018. A further €388,803 was spent on other internal improvements, which included upgrades to the emergency lighting and alarm systems, plus the conversion from Oil heating to Gas heating. A new Adult Services hub has been leased in Killester by the CRC and €225,866 was spent on developing these premises to make it suitable for use by our Adult clients. This community hub is due to be opened in early 2018. The CRC Board intend to continue an ambitious schedule of capital development over of the remainder of

the Strategic Plan ‘Towards 2021’.

A leak in the CRC swimming pool during 2017 led to significant costs of €238,113. As with the oil leak in the Clontarf premises in 2016, it is expected that most of these costs will be met from insurance compensation to be received during 2018.

The primary income source for the CRC is State Grant income which grew by approximately 4% during 2017 compared to 2016. The growth in state income was driven by increased grant funding for new client placements as well as funding to meet the costs of public pay agreements. In addition to State Grant funding for current expenditure the CRC received €586,000 in capital costs to contribute to some of the capital projects during the year as well as to facilitate the CRC’s move from its long standing Coolock base in the HSE Primary Care Centre. The CRC is in the process of identifying a permanent new home for this service.

The CRC achieved a break-even position on its HSE funding i.e. it spent the HSE grant allocation to deliver agreed core services. The difference between the break-even position on HSE funding reported in monthly reports to the HSE and the deficit shown in the Statement of Financial Activities is due to the inclusion of items such as fundraised income and expenditure, capital expenditure out of ancillary reserves, depreciation and amortisation which are included in the Statement of Financial Activities, but not included in the grant reporting to the HSE. The purchase of some equipment in 2017 has been expensed in the grant reporting to the HSE, but capitalised in the Balance Sheet.

Fundraised income in 2017 totalled €1,198,305. The comparative 2016 total of €15,122,320 included once off transfers of €13,775,566 from F&S and €10,778 from the Research Trust. Income from the Care Trust declined modestly in 2017 to €1,057,500 from €1,109,638 in 2016. However The Care Trust remains an essential source of fundraising to support investment in capital projects as well as recurring expenditure. An investment in direct fundraising by the CRC in 2016 and 2017 has led to a diversity of direct fundraising income during 2017. It is anticipated that this direct fundraising will be built on in 2018 and future years with continued investment.

Fundraised resources are spent in a manner to complement the resources deployed by the core State Grant income. Expenditure of these funds in 2017 includes expenditure on capital buildings projects, equipment purchases, staff training and salaries for specific staff members.

There were no material post balance sheet events.

Reserves Policy

In 2017 the CRC Audit Committee agreed a reserves policy and this was approved by the Board of Directors, which is in keeping with the Governance in Action plan for the CRC. This reserves policy provided that the CRC should hold unrestricted reserves equal to at least one month of budgeted operating expenditure in addition to reserves equal to any committed capital expenditure not provided for out of restricted reserves. The unrestricted reserves provided for in this policy should be readily accessible funds.

Based on the 2017 financial statements and the 2018 approved budget, the minimum reserves under this policy at 31 December 2017 would have been €1,671,228. The current assets of the CRC at year end are €16,947,792 as shown in the Balance Sheet. When this amount is reduced for Restricted Funds at year end (Note 15, €13,351,099) and for Capital Commitments (Note 21, €722,177) a balance of €2,874,516 remains. This unrestricted amount of current assets exceeds the target minimum reserves level. Fixed Assets do not need to be realised in order to provide this amount. The Head of Finance and the Audit Committee reviewed reserves levels twice during 2017 to ensure compliance with this new reserves policy.

Investment Policy

During 2017 the Investment Committee met to implement the Investment Strategy Policy agreed in 2016. The focus of this work was to consider investment options for the funds that were transferred from F&S during 2016. Under the direction of the Investment Committee the CRC directed Davy to place deposits in low risk bank accounts. The CRC also directly opened a number of new low risk deposit facilities. The levels of these deposits are monitored to ensure that the CRC has sufficient liquid funds to meet the Reserves Policy and to meet planned capital expenditure.

Internal Auditors

Since 2015 Deloitte has been carrying out internal audits of the CRC. During 2017 the Audit Committee was presented with reports of four internal audit modules. These modules were on Data Protection, Governance, IT Vulnerability and Clinical Audit Governance. During 2016 the Audit Committee was presented with reports on the first three internal audit modules. Since these reports have been issued the Senior Management Team has been implementing agreed actions in response to issues identified in the internal audit. During 2017 the Senior Management Team continued to implement agreed actions in the response to the three internal audit modules from 2016 on Procurement, Internal Controls and Cash Management. These actions are monitored by the Audit Committee.

Internal Controls

The Board of Directors are responsible for the Internal Controls of the CRC. The Audit Committee reviews the adequacy and effectiveness of the CRC's internal financial controls and financial risk management systems, alongside the compliance requirements of the HSE, which underpins this area. If the Committee considers it necessary, it then makes recommendations to the Board on the management of internal financial controls and governance processes across the CRC. A system of Internal Controls can only provide reasonable assurance against material error, it cannot provide absolute assurance.

The operation of Internal Controls is

delegated to management with particular responsibility assigned to the Head of Finance and the CEO. The HSE Interim Administrator's report of May 2014 found that "the CRC has sound systems of financial control in place and no issues of concern have been identified..." Although the Directors have no reason to believe that internal controls within CRC are ineffective, it is always prudent to independently test that such controls are (1) in existence and (2) operating as intended.

As noted above a programme of internal audit commenced at the end of 2015 and this continued in 2016 and 2017. The internal audit modules, completed during 2017, focused primarily on non-financial matters. Work continued in 2017 to improve and strengthen financial processes and procedures. The Head of Finance completed a review of the CRC Accounts Department during 2017. In January 2018 the Head of Finance prepared an assessment of internal controls. While this report confirms that there remains a sound system of financial controls in place, it did identify areas for further improvement in future years. As part of the Internal Audit plan for 2018/2019, the Board of Directors intend on a follow up audit of the Internal Controls, to assess the effectiveness of the improvements implemented to date, and ensure ongoing progression is achieved in all areas of internal control.

Key Financial Risks And Uncertainties

Closure of the Defined Benefit Pension Scheme

As detailed in the 2016 Annual Report, the CRC Board took the decision on 17th May 2016 to cease contributions to the Irish Pensions Trust Defined Benefit Pension Scheme (IPT Scheme) with immediate effect and this was communicated to the pension plan trustee on 18th May 2016. This action triggered a wind-up of the scheme.

During 2017 the CRC secured entry into the Voluntary Hospital Superannuation Scheme (VHSS Scheme) for the group of staff who were previously members of the IPT Scheme. Eligible staff were enrolled in the VHSS Scheme back-dated to 18th May 2016. The CRC provided for independent financial advice to be available for this staff group.

Since the closure of the IPT Scheme CRC management have engaged with FORSA and SIPTU in the Workplace Relations Commission on issues concerning this closure. This engagement is ongoing at the time of the signing of the financial statements.

While the financial risks posed by the IPT Scheme have reduced dramatically during 2016 and 2017 as a result of the actions taken by the CRC, there persists a risk concerning industrial relations and cost implications arising from the cessation of contributions and subsequent wind-up of the Defined Benefit Pension scheme. The CRC made accruals during 2016 and 2017 relating to the IPT Scheme, and these accruals are available

at year end to meet further administrative costs that may arise relating to the closure of the scheme.

Compliance with HSE Service Arrangements

Since 2013 there has been a higher level of regulation by the HSE of its Service Arrangements with agencies funded under Section 38 of the Health Act 2004, including the CRC. This compliance is subject to a high degree of scrutiny by the HSE.

The compliance includes governance arrangements, compliance with public sector pay policy and procurement. The CRC reports on compliance annually to the HSE as part of a formal Compliance Statement as well as responding to queries from the HSE as they arise. It is expected that the CRC will be subject to an audit commissioned by the HSE on compliance with its Service Arrangements.

While the CRC are confident that strong progress on compliance has been made since March 2014, and that exceptions have been communicated clearly to the HSE in the annual Compliance Statements, non-compliance constitutes a risk to the funding from the HSE and a reputational risk to the CRC. Three areas of risk within the scope of the Compliance Statement; the Break-Even Mandate, Procurement, and compliance with Public Pay Policy are addressed separately below.

Compliance with Public Pay Policy

The CRC has provided an unconditional statement of compliance with public pay

policy. The CRC has regular Pay Control meetings chaired by the CEO which approve all recruitment including awarding new contracts and amending existing contracts. The purpose of Pay Control meetings is to ensure all recruitment and amendments to contracts are done in line with Public Pay Policy and the pay control circulars as laid out by the HSE.

The CEO is on an approved HSE pay scale commensurate with the responsibility of the post which ranges from €83,252 to €100,796. The CEO is currently on the fourth point of the scale earning up to a maximum of €96,767 for 2017. Other management staff salaries are detailed at Note 6.

Procurement

In compliance with the terms of the HSE Service Arrangement, procurement funded by HSE grant income must be in compliance with public sector procurement regulation. The Board of the CRC has also determined that procurement funded by fundraised income should also be carried out in compliance with public sector procurement regulation. An internal audit of procurement carried out at the end of 2015 resulted in two significant findings and two important findings. Since the report of this internal audit was issued in February 2016 a number of additional measures have been put in place by management. Since June 2014 all new contracts above €25,000 have been awarded in line with public sector procurement regulations. Key staff members have taken part in external procurement training. A new procurement policy was drafted and approved during 2016. A third party consultant has been retained

for assistance with major procurement processes. The CRC engage with the Office of Government Procurement and the Health Business Service (a division of the HSE) to access existing procurement frameworks where appropriate.

With non-staff operating costs exceeding €4.6m and €2.4m of Capital Investment in 2017, compliance with public procurement regulation remains a key risk. Further work in this area will reduce the risk and should lead to savings on operating costs. There is a related risk that adherence to public procurement regulation delays business processes.

Break-Even Mandate

As the CRC is funded under Section 38 of the Health Act 2004 and a 'not for profit' company, it is essential that the CRC manages its operational costs in respect of HSE funded activities on an annual basis so as to ensure those costs do not exceed the related HSE funded income. This is articulated in the Service Arrangement governing the relationship between the CRC and the HSE. The grant income from the state accounts for approximately 89% of the funding and the CRC relies on ongoing generation of income to fund the shortfall in grant allocation.

In addition to the risk of spending more than the grant allocation provides for, there is also a risk that the CRC may spend less than the grant allocation provides. This may arise due to once off factors such as a series of temporary staff vacancies. If the CRC does not spend all of its grant allocation in the year, excess funding must be returned to

the HSE, and there is a risk that this would result in a permanent reduction of the annual allocation

Costs have risen in 2017 and there were significant increases in non-pay costs including maintenance and infrastructure. The CRC took actions during 2017 including temporarily delaying some staff recruitment in order to reduce pay costs. As a result of this, the break-even position was achieved. But there remains a risk that the HSE grant funding will be insufficient to meet the running costs of the CRC and that this would threaten the break-even position. During 2017 the CRC has been proactive in seeking additional grant funding from the HSE in particular for infrastructure, maintenance and capital project costs.

On a monthly basis the CEO and Head of Finance monitor income and expenditure, and submit detailed financial reports to the HSE. Activities are adjusted in line with income and expenditure rates in order to ensure that the CRC achieves its break-even mandate with the HSE.

Guarantee to The Care Trust DAC

On an annual basis the shareholders of The Care Trust DAC (The Care Trust) are asked to provide assurances that The Care Trust will continue as a going concern for the next twelve months. On 2nd March 2018 the CRC provided a letter of support in which it agreed equally with the Rehab Group to provide adequate funds to The Care Trust to meet limited liabilities of that company as they fall due during the period of 12 months from the date of approval on The Care Trust 2017 Financial Statements. As the

budgeted expenditure of the Care Trust for 2018 is €1,490,157, if this support was called upon, it is expected that the CRC exposure would be limited to €745,079 i.e. 50% of operating expenditure. The CRC has the power to appoint half of the Directors of The Care Trust, and has access to the monthly management accounts of the company.

Funding Requirements for Capital Developments

During 2017 a set of projections for capital projects planned from 2018 to 2021 was developed and presented to the Board. These projections estimated capital projects costs of €22.5m in the years from 2018 to 2021. It is expected that capital grants from state bodies and annual funding from The Care Trust will also contribute to meeting these costs. However the projections including this estimated income still show a shortfall of €4m approx. Further funds will be required to meet the costs of all of these capital projects. Delays in these Capital Developments would hinder the implementation of the CRC strategic plan.

Absence of Formal Lease Agreements/ Memorandums of Understanding

There are certain commercial arrangements between the CRC and third parties for which there are no formal lease agreements or memorandums of understanding. One instance is the CRC premises built on the grounds of Waterford Hospital. The CRC is seeking to finalise a formal lease agreement with Waterford Hospital for this premises. Another instance is the arrangement between the CRC and the Mater Hospital

concerning the administration of the Voluntary Hospital Superannuation Scheme (VHSS) for CRC staff and pensioners. The CRC is seeking a formal Memorandum of Understanding between the CRC and the Mater Hospital to govern the administration of these pensions. Progress was made during 2017 on the memo between the CRC and the Mater Hospital with both organisations contributing to a draft document, but this draft Memorandum of Understanding was not agreed and signed by the year end.

Administration of Single Public Service Pension Scheme

The CRC is a relevant authority for the purposes of the Single Public Service Pension Scheme (SPSPS). This is a relatively new pension scheme and is in place for public sector workers hired since 1 January 2013. It is funded and underwritten by the Department of Public Expenditure and Reform. In common with many agencies funded under Section 38 of the Health Act 2004, the CRC is still in the process of developing systems and procedures to meet its responsibilities as a relevant authority for the purposes of SPSPS.

Directors' Compliance Statement

The Board of Directors acknowledge their responsibility under Section 225 of the Companies Act 2014. While the CRC are below the required threshold to provide a Directors' Compliance Statement, they have put in place appropriate arrangements

or structures designed to secure material compliance with company law and tax law. These arrangements and structures are reviewed during the financial year.

Related Parties

The Care Trust DAC

Since March 2016 the CRC has owned 50% of the issued share capital of The Care Trust DAC, a company set up to operate pools and lotteries for charitable purposes for the benefit of the CRC, Rehab and the Mater Hospital. With effect from 1 September 2014 the share of these lottery proceeds attributable to the CRC have been paid directly to the CRC by The Care Trust DAC. The CRC has the power to appoint 50% of the directors of The Care Trust DAC, and there are common Directors between the CRC and The Care Trust DAC. In 2017 these common Directors were Tom Quinn, Tom Fleming and Fiona Mahon (resigned 31st August 2017). Members of the CRC Management Team, Ziva Newman (Head of Fundraising) and Michael Wickham Moriarty (Head of Finance) (resigned February 2018) were also appointed Directors of The Care Trust DAC during 2017.

Friends and Supporters of the Central Remedial Clinic Limited ("F&S")

Related parties did include Friends and Supporters of the Central Remedial Clinic Limited, a company with which the Company had, in 2016, a common member and Director. In 2016 this common member

and Director was Tom Quinn. F&S was not a subsidiary of the Company. The two companies did not therefore comprise a group of companies and consolidated financial statements were therefore not prepared. The principal function of F&S was to provide financial support to CRC. This involved the funding of capital projects, revenue expenses and other costs associated with the running of the CRC and provision of services.

In line with the recommendation of the Interim Administrator's Report the Directors of F&S and the Directors of the CRC worked together during 2016 to transfer the assets of F&S to the CRC and to wind up F&S. During 2016, F&S transferred assets totalling €13,775,566 to the CRC.

In line with the objects of F&S, the CRC and F&S agreed that the assets transferred be restricted to the following uses;

- (a) the erection, building, support, maintenance and management of hospitals, day care centres, clinics and training centres for disabled and handicapped persons provided that these hospitals, day care centres, clinics and training centres are recognised by the Revenue Commissioners as being established for charitable purposes only;
- (b) training, nursing, educating and generally assisting in the care, support and education of persons with physical and mental disabilities;
- (c) the provision of home help for disabled persons and to trained nurses and other professionals in the

care and support of disabled persons;

- (d) the provision of courses for the training of persons with physical and mental disabilities.

A liquidator of F&S was appointed on 30 November 2016 at a Members Voluntary Liquidation meeting. The Companies Registration Office records F&S as being dissolved from an effective date of 22nd August 2017.

Central Remedial Clinic Research Trust

On 16 December 2016 the Company resolved to cease funding the Central Remedial Clinic Research Trust. On 21 December 2016 the Trustees of the Central Remedial Clinic Research Trust resolved to wind-up the Trust and to transfer the funds and activities of the Trust to the Company. The residual funds of €10,778 were transferred on this date, and this amount is restricted funding for the Company as it must be used for research purposes.

Transactions with related parties

Details of transactions between the CRC and its related parties during 2017 are set out in Note 22.

Going Concern

The financial statements have been prepared on the going concern basis. In assessing the appropriateness of the going concern basis, we have taken into account all relevant information covering a period of at least twelve months from the date of approval of the signing of the financial statements.

As an agency funded under Section 38 of the Health Act 2004, the CRC relies heavily on funding from the HSE and all indications are that this funding will continue in line with signed service arrangements 2015 to 2018. In addition the CRC relies on the funds generated through The Care Trust DAC and other fundraising activities and donations and grants from other government agencies as shown in Note 3 to the financial statements.

The Directors take comfort from the ongoing financial support from the HSE and note that no issues have been identified by the HSE during the course of 2017 and to date in 2018 which would imply that the Company is not meeting its ongoing obligations within the Service Level Agreements. The CRC delivered on all service level agreements in 2017.

The Company will continue to operate its business within budgets agreed with the HSE and other agencies.

The Directors note that there has been ongoing support to the CRC from the proceeds of The Care Trust activities, during 2017. This will continue in 2018 and subsequent years, thereby providing an additional direct source of funding to the CRC.

The transfer, during 2016 of €13,775,566 of assets from F&S to the CRC made a significant positive contribution to the CRCs reserve position.

The 17 May 2016 decision by the Directors of the CRC to cease contributions to the IPT private defined benefit pension scheme triggered a wind-up of the scheme. While there have been significant costs related to the wind-up, the closure of the defined benefit scheme eliminated a major risk to the going concern of the CRC. The ending of this defined benefit pension liability has made a further positive contribution to the CRC's reserve position.

On this basis, the Board of Directors has concluded that it is appropriate to continue to adopt the going concern basis in preparing the financial statements.

Accounting Records

The measures that the Directors have taken to secure compliance with the requirements of Sections 281 to 285 of the Companies Act 2014 with regard to the keeping of accounting records, are the employment of appropriately qualified accounting personnel and the maintenance of computerised accounting records. The books of account for the Company are maintained at the Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3.

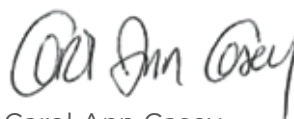
Disclosure of Information to Auditors

In the case of each of the persons who are Directors at the time this report is approved in accordance with Section 332 of Companies Act 2014:

(a) so far as that Director is aware, there is no relevant audit information of which the Company's statutory auditors are unaware, and

(b) that Director has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the company's statutory auditors are aware of that information.

On behalf of the Board



Carol Ann Casey



Diarmuid Connaughton

Date: 8 June 2018

Appointment of External Auditors

A competitive process to appoint external auditors which was managed in conjunction with assistance from the HSE, resulted in the appointment, in December 2015, of BDO as external auditors for a period of three years. The year ended 31 December 2017 represents the third year of BDO's three year term as external auditors, and this has since been extended for an additional year to 31 December 2018. The Audit Committee reviews the performance of the auditors on an annual basis. In accordance with Companies Act 2014, Section 383(2), BDO continue in office as auditors of the CRC.

Directors' Responsibility Statement

The Directors are responsible for preparing the Directors' report and the Financial Statements in accordance with applicable law and regulations.

Irish Company law requires the Directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with Companies Act 2014 and FRS 102 'The financial reporting standard applicable in the UK and Republic of Ireland' issued by the Financial Reporting Council and promulgated by the Institute of Chartered Accountants in Ireland (Generally Accepted Accounting Practice in Ireland). Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Company as at the end of the financial year, and the profit or loss of the Company for the financial year, and otherwise comply with the Companies Act 2014.

In preparing those financial statements, the directors are required to:

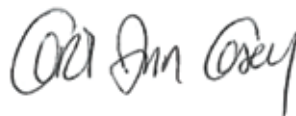
- Select suitable accounting policies and then apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether the financial statements have been prepared in accordance with applicable accounting standards, identify those standards, and note the effect and reasons for any material departure from those standards; and
- Prepare the financial statements on

the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Directors are responsible for ensuring that the Company keeps or causes to be kept adequate accounting records which correctly explain and record the transactions of the Company, enable at any time the assets, liabilities, financial position and profit or loss of the Company to be determined with reasonable accuracy, enable them to ensure that the financial statements and directors report comply with the Companies Act 2014, and enable the financial statements to be audited. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the Board



Carol Ann Casey



Diarmuid Connaughton

Date: 8 June 2018

Independent Auditors' Report to the Members of the Central Remedial Clinic (A company limited by guarantee)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Central Remedial Clinic for the financial year ended 31 December 2017, which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is Irish law and Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the assets, liabilities and financial position of the Company's affairs as at 31 December 2017 and of its deficit for the financial year then ended;
- have been properly prepared in accordance with Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described below in the auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (Ireland) require us to report to you where:

- the Directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Directors are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on the other matters prescribed by the Companies Act 2014

Based solely on the work undertaken in the course of the audit, we report that:

- in our opinion, the information given in the Directors' Report is consistent with

the financial statements; and

- in our opinion, the Directors' Report has been prepared in accordance with the Companies Act 2014.

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the company were sufficient to permit the financial statements to be readily and properly audited, and financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

Based on the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities

Responsibilities of Directors financial statements

As explained more fully in the Directors' Responsibilities Statement, the Directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably

be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the IAASA's website at: https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8fa9802dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf. The description forms part of our auditors' report

The purpose of our audit report and to whom we owe our responsibilities

Our report is made solely to the company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.



John O'Callaghan
for and on behalf of
BDO
Dublin
Statutory Audit Firm
A1223876

Date: 8 June 2018

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Statement of Financial Activities

Incorporating the Income and Expenditure Account

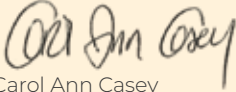
For the financial year ended 31 December 2017


		Restricted Funds 2017 €	Unrestricted Funds 2017 €	Total 2017 €	Total 2016 €
INCOME AND ENDOWMENTS FROM					
Charitable activities	3(a)	18,368,653	-	18,368,653	17,697,567
Other Income	3(b)	818,137	6,129	824,266	971,465
Other trading activities	3(c)	106,190	1,092,115	1,198,305	15,122,320
Donations & Legacies	3(d)	42,410	-	42,410	-
		<u>19,335,390</u>	<u>1,098,244</u>	<u>20,433,634</u>	<u>33,791,352</u>
EXPENDITURE ON:					
Charitable activities	4	(19,029,974)	(1,626,609)	(20,656,583)	(19,718,827)
Raising funds	5	-	(89,722)	(89,722)	(78,511)
		<u>(19,029,974)</u>	<u>(1,716,331)</u>	<u>(20,746,305)</u>	<u>(19,797,338)</u>
		305,416	(618,087)	(312,671)	13,994,014
Transfer between funds	15	(1,235,184)	1,235,184	-	-
		(929,768)	617,097	(312,671)	13,994,014
OTHER RECOGNISED GAINS/(LOSSES):					
Actuarial gain/(loss) recognised on pension scheme	20	-	-	-	5,448,000
Gain on revaluation of fixed assets		-	86,250	86,250	-
		<u>(929,768)</u>	<u>703,347</u>	<u>(226,421)</u>	<u>19,442,014</u>
FUND BALANCES BROUGHT FORWARD	15	<u>14,280,867</u>	<u>6,678,122</u>	<u>20,958,989</u>	<u>1,516,975</u>
FUND BALANCES CARRIED FORWARD	15	<u>13,351,099</u>	<u>7,381,469</u>	<u>20,732,568</u>	<u>20,958,989</u>

All the activities relate to continuing activities.

There are no recognised gains and losses other than as stated above.

The financial statements are signed on behalf of the board by


Carol Ann Casey


Diarmuid Connaughton

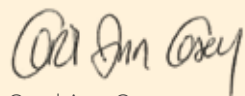
Date: 08 June, 2018

Balance Sheet

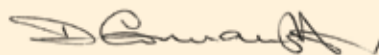
As at 31 December 2017

	Notes	2017 €	2016 €
FIXED ASSETS			
Tangible fixed assets	8	13,138,894	11,970,227
Intangible assets	9	1,542,857	1,600,000
Shares	10	65	65
		<u>14,681,816</u>	<u>13,570,292</u>
CURRENT ASSETS			
Stocks	11	46,510	44,466
Receivables	12(a)	168,448	80,417
Grants receivable	12(b)	1,674,394	1,574,138
Cash & Cash Equivalents	13	15,058,440	15,645,379
		<u>16,947,792</u>	<u>17,344,400</u>
CREDITORS FALLING DUE WITHIN ONE YEAR			
Payables	14	(3,186,877)	(2,274,811)
		<u>13,760,915</u>	<u>15,069,589</u>
NET CURRENT ASSETS			
		<u>28,442,731</u>	<u>28,639,881</u>
FUNDS			
Unrestricted funds	15	7,381,469	6,678,122
Restricted funds	15	13,351,099	14,280,867
Capital grants	17	7,710,163	7,680,892
		<u>28,442,731</u>	<u>28,639,881</u>

The financial statements are signed on behalf of the board by



Carol Ann Casey



Diarmuid Connaughton

Date: 08 June, 2018.

Statement of Cash Flows

For the financial year ended 31 December 2017

	2017 €	2016 €
Net cash inflow from operating activities	1,130,044	14,804,481
Cash flow from investing activities		
Capital expenditure and related grants:		
Payment to acquire fixed assets	(2,302,983)	(758,113)
Capital Grants Received	<u>586,000</u>	<u>-</u>
(DECREASE)/INCREASE IN CASH	(586,939)	14,046,368
RECONCILIATION OF NET CASH FLOW		
(Decrease)/Increase in cash and cash equivalents	(586,939)	14,046,368
Cash and cash equivalents at beginning of financial year	<u>15,645,379</u>	<u>1,599,011</u>
CASH AND CASH EQUIVALENTS AT END OF FINANCIAL YEAR	<u>15,058,440</u>	<u>15,645,379</u>
	2017 €	2016 €
RECONCILIATION OF NET INCOMING (OUTGOING) RESOURCES TO CASH INFLOW FROM OPERATING ACTIVITIES		
Net (outgoing) / incoming resources	(312,671)	13,994,014
Loss on disposal of Fixed Assets	-	12,098
Amortisation of intangible assets	57,143	57,143
Depreciation	1,220,566	1,197,106
Amortisation of Capital Grants	(556,729)	(533,291)
Actuarial Gain/ (Loss)	-	5,448,000
(Increase) / Decrease in stocks	(2,044)	(1,610)
(Increase) / Decrease in debtors	(188,287)	(199,069)
(Increase) / Decrease in financial assets	-	(65)
Increase / (Decrease) in creditors	<u>912,066</u>	<u>(5,169,845)</u>
Net cash from operating activities	<u>1,130,044</u>	<u>14,804,481</u>

Notes to the Financial Statements

1. Accounting Policies

The Central Remedial Clinic (CRC) is a company limited by guarantee incorporated on 8th October 1953. Its registered office is at Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3. The company registered number is 14880 and the Charity number is CHY4998. The company's purpose is to provide a range of services to people with disabilities and its activities are charitable in nature.

The following accounting policies are applied consistently in dealing with items which are considered material in relation to the company's financial statements:

(a) Basis of Preparation and Going Concern

The individual financial statements have been prepared under the historical cost convention with reference to the recommendations of the revised Statement of Recommended Practice (SORP), Accounting and Reporting by Charities: Statement of Recommended Practice, applicable to charities preparing their accounts in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS102). The financial statements are prepared under the Companies Act 2014.

Departure from the format set out in the Companies Act 2014:

In accordance with Section 291 of the Companies Act 2014, the charity is required to prepare, in respect of each financial year, entity financial statements which comply with the format as set out in Schedule 3 of the Companies Act 2014. The company has availed of Section 291(5) of the Companies Act 2014, and has prepared the financial statements under the format as set out under SORP. The company is a public benefit entity. The Directors of the company believe that the information provided under this format, better reflect the activities of the charity.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the company's accounting policies.

As noted in the Directors' Report, the financial statements have been prepared on a going concern basis.

The following principal accounting policies have been applied:

(b) Restricted Funds

Restricted funds are funds received which can only be used for particular purposes specified by the donors and are binding on the company. Such purposes are within the overall aims of the company.

(c) Unrestricted Funds

Unrestricted funds are those which are expendable at the discretion of the company in furtherance of the objectives of the charity. The company has long term obligations in respect of the provision of day activities, respite care, independent living and transport facilities. If part of an unrestricted fund is earmarked for a particular project, it may be designated as a separate fund, but the designation has an administrative purpose only, and does not legally restrict the company's discretion to apply the fund.

(d) Incoming Resources

All incoming resources are included in the Statement of Financial Activities when the company is entitled to the income and the amount can be measured with reasonable accuracy and is probable. The following specific policies are applied to particular categories of income:

- **Grant and Service Income:** Grant income from the Health Service Executive, other Government Agencies and other sources is credited when receivable to the Statement of Financial Activities. Expenditure and service-related grants are credited to the Statement of Financial Activities upon the recognition of the associated expense for which the grant was originally received.
- **Fundraising Income:** Fundraising income is credited to the Statement of Financial Activities in the year in which it is receivable by the company.

- **Investment Income:** Income earned on funds held on deposit is treated as unrestricted income and is credited when earned.
- **Donations in kind Income:** Donations in kind are recorded at the market value and credited as income to the Statement of Financial Activities in the year in which they are receivable by the company. These types of Donations can be treated as either Restricted or Unrestricted funds depending on the terms of the Donation in kind.

(e) Resources Expended

Expenditure is recognised on an accruals basis as a liability is incurred, and is recorded as part of the expenditure to which it relates. Costs of generating funds comprise the costs associated with attracting voluntary income. Expenditure on charitable activities is those costs incurred by the charity in the delivery of its services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity. Where costs cannot be directly attributed, they have been allocated in proportion to attributable costs. The allocation of these support costs are shown in Note 7.

(f) Capital Grants

Grants received specifically as a contribution towards the cost of land, buildings and bus fleet are credited directly to the capital fund in the year of receipt. Such grants are amortised to the Statement of Financial Activities on the same basis as the assets are depreciated.

(g) Tangible Fixed Assets

Tangible fixed assets currently in use in furtherance of the charity's objectives are stated in the balance sheet at cost less accumulated depreciation. A small number of assets not currently in use in furtherance of the charity's objectives are stated at the lower of cost less accumulated depreciation and net market value. Depreciation is provided on tangible assets with the exception of land, so as to write off the cost less estimated residual value of each asset over its expected useful economic life on a straight line basis at the following annual rates:

Land	Nil
Buildings	4% per annum
Medical equipment	10% per annum
Office equipment	10% per annum
Other equipment	10% per annum
Fixtures and fittings	10% per annum
Computer equipment	25% per annum
Motor vehicles	25% per annum
Office Artwork	Not depreciated – revalued every 5-10 years

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Financial Activities. No amounts over €1,000 are capitalised in the balance sheet.

(h) Intangible fixed assets

Payments to third parties to secure the right to use facilities owned by those third parties for a defined period are capitalised as Intangible fixed assets, and are amortised over the defined period. The Intangible fixed asset is measured at cost less amortisation, and is reported in Note 9. The amortisation is spread evenly over the lifetime of the asset, which is 35 years as per the Health Service Executive ('HSE') 'Heads of Terms' agreement.

(i) Shares in Joint Venture

Shares held in a Joint Venture (The Care Trust DAC) are measured at cost less impairment. The cost is taken as the nominal value of the shares.

(j) Other Financial Assets

Short-term investments include Prize Bonds which are measured at face value. During 2016 the Company opened an

investment account with Davy, an investment broker. A portion of the funds received from the Friends & Supporters of the Central Remedial Clinic Limited ("F&S") are managed by this broker. During 2017 the Company opened two Deposit Accounts with KBC and one with AIB.

(k) Receivables

Short term receivables are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

(l) Stocks

Stocks comprise workshop parts, wheelchairs and consumables. Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. The cost of stock is valued using a weighted average costing model.

At each balance sheet date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the statement of financial position.

(m) Payables

Short term payables are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

(n) Deferred Grant Income

Deferred Grant Income arises where grant income has been received during the financial period, but the grant income or a portion of the grant income is for use in a future financial period. In accordance with SORP, the company recognises grant income only when it has fulfilled all conditions contained in the related funding agreements, and therefore is legally entitled to the income. Deferred Grant Income typically arises in relation to grants for the CRC schools including grants from the Department of Education & Science. Grants for the schools are typically paid based on the school year from September to August, rather than on the calendar year.

(o) Cash and Cash Equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than six months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

(p) Financial Instruments

The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other accounts receivable and payable, fees and grants receivable, overdrafts from banks.

There are currently no Debt instruments other than those wholly repayable or receivable within one year. Debt instruments that are payable or receivable within one year, typically trade payables or receivables including grants receivable, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration, expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost. There are no such short-term instruments included in the financial statements.

(q) Holiday Pay Accrual

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the Balance Sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the Balance Sheet date.

(r) Termination Payments, Redundancy Payments & Similar Ex Gratia Payments

Any termination payments, redundancy payments, compensation in respect of the end of allowances or similar ex gratia payments are recognised in the period when they are agreed. These costs are included in staff salary costs and the total amount of such payments is disclosed as Other Compensation Payments in Note 6 to the financial statements.

(s) Pensions

The company provided for two pension schemes for the benefit of its employees during 2017.

A Voluntary Hospital Superannuation Scheme is in operation for the majority of the Company's employees and is administered by the Mater Hospital and funded and underwritten by the Department of Health. The Directors consider that the Company has no liability arising from the potential under funding of the scheme. There is a draft MOU in place and due for sign off between both parties in 2018.

A Single Public Service Pension Scheme is in operation for all new staff since 1 January 2013. This scheme is funded and underwritten by the Department of Public Expenditure and Reform. The Directors consider that the Company has no liability arising from the potential underfunding of the scheme.

The Company operated a separate defined benefit pension plan for eligible employees. The Defined Benefit Pension Scheme has been closed to new members since 1 January 2007. The Company ceased paying contributions to the scheme in May 2016 and as a result the scheme went into a wind-up status in 2016.

(t) Currency

The company's functional and presentational currency is Euro. The Company has one non-Euro denominated bank account. The value of this sterling bank account is reported based on the exchange rate at year end.

(u) Reserves

This reserves policy provided that the CRC should hold unrestricted reserves equal to at least one month of budgeted operating expenditure in addition to reserves equal to any committed capital expenditure not provided for out of restricted reserves. The unrestricted reserves provided for in this policy should be readily accessible funds.

2. Judgements in Applying Accounting Policies and Key Sources of Estimation Uncertainty

The preparation of these financial statements requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses.

Judgements and estimates are continually evaluated and are based on historical experiences and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below.

Accruals

Accruals are recognised on an assumption basis for costs incurred for which the invoice is not yet received. However the estimate is subject to inherent uncertainty.

Establishing lives for depreciation purposes of tangible and intangible fixed assets

Long-lived assets, consisting primarily of property, fixtures and fittings and motor vehicles, comprise a significant portion of the total assets. The net book value of the tangible fixed assets for 2017 was €13,138,894 (2016 - €11,970,227), while the intangible fixed assets for 2017 were €1,542,857 (2016 - €1,600,000). The annual depreciation and amortisation charge depends primarily on the estimated lives of each type of asset and estimates of residual values. The directors regularly review these asset lives and change them as necessary to reflect current thinking on remaining lives in light of prospective economic utilisation and physical condition of the assets concerned. Changes in asset lives can have a significant impact on depreciation and amortisation charges for the period. Details of the useful lives are included in the accounting policies.

3. Charitable Activities

		Restricted Funds 2017	Unrestricted Funds 2017	Total 2017	Total 2016
	Notes	€	€	€	€
Government Grants	3(a)	18,368,653	-	18,368,653	17,697,567
		<u>18,368,653</u>	<u>-</u>	<u>18,368,653</u>	<u>17,697,567</u>

3(a). Government Grants

	Grant Term	Grant Source	2017	2016
			€	€
HSE CHO 9 (Dublin Northeast)	Annual recurring	S38	14,754,405	14,230,237
HSE CHO 7 (Dublin Southwest)	Annual recurring	S38	184,995	184,995
HSE CHO 9 (Dublin Northwest)	Annual recurring	S38	183,012	183,012
HSE CHO 3 (Mid-West)	Annual recurring	S38	384,264	354,267
HSE CHO 5 (South)	Annual recurring	S38	925,944	925,944
HSE CHO 8 (Dublin Mid-Leinster)	Annual recurring	S38	11,157	11,157
HSE CHO 9 (Dublin Area 8 - Nursing Homes Seating Pro- gramme)	Annual recurring	S38	54,910	56,164
HSE CHO 9 (Swords - Transition Programme)	Annual recurring	S38	171,974	190,281
Department of Education School Grants	Annual recurring	Department of Education & Science	985,528	813,994
School Meals Grant	Annual recurring	Dublin City Council	21,224	21,224
School Meals	Annual recurring	Department of Social Protec- tion	17,820	19,164
National Lottery	Once off	National Lottery	7,500	16,700

HSE CHO 9 (Dublin North West - School leavers day service)	Annual recurring	S38	393,831	372,331
CDET B- Vocational Training Programme	Annual recurring	Department of Social Protection	272,089	289,921
Miscellaneous minor grants	Once off		-	28,176
Grant Income			<u>18,368,653</u>	<u>17,697,567</u>

3(b). Other Income

	2017 €	2017 €	2017 €	2016 €
	Restricted Funds	Unrestricted Funds	Total	Total
Pension Levy	387,619	-	387,619	310,943
Seating Sales	70,898	-	70,898	101,239
Swimming pool, catering and other activities	238,695	-	238,695	316,841
Profit on Sale of Fixed Assets (non-staff)	-	-	-	1,200
Insurance Compensation	120,925	-	120,925	130,000
ESS Conference	-	1,480	1,480	111,242
Interest from Non-Property Investments	-	4,649	4,649	-
	<u>818,137</u>	<u>6,129</u>	<u>824,266</u>	<u>971,465</u>

3(c). Other Trading Activities

	2017 €	2017 €	2017 €	2016 €
	Restricted Funds	Unrestricted Funds	Total	Total
Fundraising campaigns and events				
The Care Trust Limited- Lottery Proceeds (Note 22)	-	1,057,500	1,057,500	1,109,638
Friends and Supporters of the Central Remedial Clinic Limited	6	-	6	13,775,566
Central Remedial Clinic Research Trust	-	-	-	10,778
Donations and Fundraising	<u>106,184</u>	<u>34,615</u>	<u>140,799</u>	<u>226,338</u>
	<u>106,190</u>	<u>1,092,115</u>	<u>1,198,305</u>	<u>15,122,320</u>

Other fundraising income comes from events organised by supporters of the CRC and donations from supporters of the CRC. The 2016 figure includes a large anonymous donation (€141,319).

3(d). Donations & Legacies

	2017 €	2017 €	2017 €	2016 €
	Restricted Funds	Unrestricted Funds	Total	Total
IT equipment – HSE Donation in Kind	42,410	-	42,410	-
	<u>42,410</u>	<u>-</u>	<u>42,410</u>	<u>-</u>

4. Expenditure on Charitable Activities

	Restricted Funds 2017 €	Unrestricted Funds 2017 €	Total 2017 €	Total 2016 €
Staff costs	15,222,880	124,939	15,347,819	14,886,133
Operating costs	3,807,094	780,690	4,587,784	4,111,736
Depreciation and amortisation	-	1,277,709	1,277,709	1,254,249
Capital Grants Amortisation	-	(556,729)	(556,729)	(533,291)
	<u>19,029,974</u>	<u>1,626,609</u>	<u>20,656,583</u>	<u>19,718,827</u>

5. Expenditure on Raising Funds

	2017 €	2016 €
Staff costs	72,610	10,091
Operating costs	17,112	68,420
	<u>89,722</u>	<u>78,511</u>

6. Employees and Staff Costs

Central Remedial Clinic employed an average of 367 people in 2017 (2016: 348). Most staff work directly in frontline services. As an organisation funded under Section 38 of the Health Act 2004, salaries are paid in line with public sector pay scales and are subject to public sector pay agreements. The table below includes eight doctors and the CEO who are not direct employees of the CRC but who are fully or partially seconded from other parts of the health service. It also includes staff such as bus escorts and swimming pool life guards who are employed on contracts with no fixed working hours.

(a) Number of employees	2017	2017	2016	2016
	Monthly Average Number	Whole Time Equivalents	Monthly Average Number	Whole Time Equivalents
Medical & nursing	131	108	130	110
Clerical & administration	61	51	58	48
Other	115	100	105	89
Invoiced doctors	8	3	6	2
Support staff on flexible contracts	52	17	49	17
	<u>367</u>	<u>279</u>	<u>348</u>	<u>266</u>

(b) Total staff costs	2017	2016
	€	€
Wages & salaries	13,158,561	12,334,165
Social welfare costs	1,258,056	1,185,339
Pension costs	1,003,812	1,354,137
Other compensation payments	-	22,583
	<u>15,420,429</u>	<u>14,896,224</u>

(c) Senior staff remuneration	2017	2016
The number of staff earning salaries over €60,000 is:		
Band: €60,000 - €69,999	15	13
Band: €70,000 - €79,999	5	1
Band: €80,000 - €89,999	2	3
Band: €90,000 - €99,999	1	2
Band: €100,000 - €109,999	-	1
Band: €140,000 - €149,999	-	-
Band: €160,000 - €169,999	1	1
	<u>24</u>	<u>21</u>

Total benefits are calculated after deducting pension related deduction (PRD) which is retained as income by the CRC. Total benefits do not include employer pension contributions. The above numbers include senior Medical Consultants.

Other compensation payments are made up of payments made for the ending of allowances in line with public pay agreements, the loss of benefits under agreements arbitrated by the Workplace Relations Commission as well as termination payments made based on legally binding contracts. No other compensation payments were made to individuals in 2017 (three individuals received payments in 2016).

(d) Key Management Remuneration

Key management personnel comprise of senior management and they received the following remuneration;

Key management staff costs	2017	2016
	€	€
Wages & salaries	703,549	730,500
Social welfare costs	64,346	68,920
Pension costs	29,715	66,324
	<u>797,610</u>	<u>865,744</u>

The CEO received remuneration €93,198 in 2017 (€89,960 in 2016). These figures include senior Clinical posts.

7. Support Costs and Allocation of Expenditure

(a) Support Costs

	2017	2016
	€	€
Depreciation & amortisation	1,277,709	1,254,249
Unrestricted expenditure on buildings, equipment, training & research	845,463	927,548
Management & administration	1,462,490	1,761,762
IT	472,916	433,784
HR	393,660	400,001
Cleaning	230,338	218,806
Maintenance	352,517	347,325
Quality standards, health & safety	165,452	57,623
	<u>5,200,545</u>	<u>5,401,098</u>

(b) Allocation of expenditure

	Charitable activities	Cost of generating funds	Total Expenditure
	€	€	€
Direct expenditure	15,456,038	89,722	15,545,760
Allocation of support costs	<u>5,170,530</u>	<u>30,015</u>	<u>5,200,545</u>
Total resources expended	<u>20,626,568</u>	<u>119,737</u>	<u>20,746,305</u>

(c) Governance costs

Support costs also include governance costs and tax review costs as follows:

	2017	2016
	€	€
Company Secretarial Costs	32,564	9,132
External audit	21,300	20,295
Internal audit	12,318	12,749
Tax Review	<u>13,837</u>	<u>-</u>
	<u>80,019</u>	<u>42,176</u>

Members of the Board of Directors do not receive remuneration for their services as directors. Expenses directly incurred by the directors in carrying out their role are reimbursed, if claimed. None of the current directors of the CRC have claimed any expenses since their appointment.

Other governance costs relate to company secretarial costs, the annual external audit and the external professional advisors engaged to carry out an annual internal audit and tax review costs.

8. Tangible Fixed Assets

	Land	Buildings	Medical Equipment	Office Artwork	Equipment (Office & Other)	Fixtures and Fittings	Computer Equipment	Motor Vehicles	Total
	€	€	€	€	€	€	€	€	€
Cost									
At 1 January 2017	805,181	27,343,380	2,028,508	-	1,509,298	3,999,180	1,875,755	679,556	38,240,858
Revaluation	-	-	-	86,250	-	-	-	-	86,250
Additions	-	1,998,112	38,472	-	149,689	5,110	94,412	17,188	2,302,983
Disposals and write-offs	-	-	(130,892)	-	(231,836)	(180,547)	(350,034)	-	(893,309)
At 31 December 2017	<u>805,181</u>	<u>29,341,492</u>	<u>1,936,088</u>	<u>86,250</u>	<u>1,427,151</u>	<u>3,823,743</u>	<u>1,620,133</u>	<u>696,744</u>	<u>39,736,782</u>
Depreciation									
At 1 January 2017	-	(17,213,914)	(1,682,132)	-	(1,233,779)	(3,880,500)	(1,671,114)	(589,192)	(26,270,631)
Charge for the financial year	-	(887,525)	(77,391)	-	(94,054)	(31,866)	(91,040)	(38,690)	(1,220,566)
On disposals	-	-	130,892	-	231,836	180,547	350,034	-	893,309
At 31 December 2017	-	<u>(18,101,439)</u>	<u>(1,628,631)</u>	-	<u>(1,095,997)</u>	<u>(3,731,819)</u>	<u>(1,412,120)</u>	<u>(627,882)</u>	<u>(26,597,888)</u>
Net Book Value									
At 31 December 2017	<u>805,181</u>	<u>11,240,053</u>	<u>307,457</u>	<u>86,250</u>	<u>331,154</u>	<u>91,924</u>	<u>208,013</u>	<u>68,862</u>	<u>13,138,894</u>
At 31 December 2016	<u>805,181</u>	<u>10,129,466</u>	<u>346,376</u>	-	<u>275,519</u>	<u>118,680</u>	<u>204,641</u>	<u>90,364</u>	<u>11,970,227</u>

8. Tangible Fixed Assets - continued

In respect of the prior financial year:

	Land	Buildings	Medical Equipment	Office Equipment	Other Equipment	Fixtures and Fittings	Computer Equipment	Motor Vehicles	Total
	€	€	€	€	€	€	€	€	€
Cost									
At 1 January 2016	805,181	27,039,770	2,058,349	406,070	1,236,408	3,983,363	2,083,549	638,432	38,251,122
Additions	-	303,610	56,741	-	52,161	29,863	221,298	94,440	758,113
Disposals and write- offs	-	-	(86,582)	(58,175)	(127,166)	(14,046)	(429,092)	(53,316)	(768,377)
At 31 December 2016	805,181	27,343,380	2,028,508	347,895	1,161,403	3,999,180	1,875,755	679,556	38,240,858
Depreciation									
At 1 January 2016	-	(16,356,573)	(1,681,967)	(389,539)	(934,181)	(3,850,189)	(2,011,468)	(605,887)	(25,829,804)
Charge for the finan- cial year	-	(857,341)	(85,196)	(4,553)	(80,794)	(43,903)	(88,698)	(36,621)	(1,197,106)
On disposals	-	-	85,031	58,127	117,161	13,592	429,052	53,316	756,279
At 31 December 2016	-	(17,213,914)	(1,682,132)	(335,965)	(897,814)	(3,880,500)	(1,671,114)	(589,192)	(26,270,631)
Net Book Value									
At 31 December 2016	805,181	10,129,466	346,376	11,930	263,589	118,680	204,641	90,364	11,970,227
At 31 December 2015	805,181	10,683,197	376,382	16,531	302,227	133,174	72,081	32,545	12,421,318

9. Intangible Fixed Assets

	Operating Licences
	€
Cost:	
At 1 January 2017 & 31 December 2017	<u>2,000,000</u>
Amortisation:	
At 1 January 2017	400,000
Charge for the financial year	<u>57,143</u>
At 31 December 2017	457,143
Net book amounts:	
At 31 December 2017	<u>1,542,857</u>
At 31 December 2016	<u>1,600,000</u>

In respect of previous financial year:

	Operating Licences
	€
Cost:	
At 1 January 2016 & 31 December 2016	<u>2,000,000</u>
Amortisation:	
At 1 January 2016	342,857
Charge for the financial year	<u>57,143</u>
At 31 December 2016	400,000
Net book amounts:	
At 31 December 2016	<u>1,600,000</u>
At 31 December 2015	<u>1,657,143</u>

In 2009 and 2010 the CRC paid the above amount to the Health Service Executive ('HSE') under a 'Heads of Terms' agreement in respect of an anticipated future license whereby the CRC would be permitted to operate a regional assessment and treatment centre in Waterford Regional Hospital. As a result of this agreement in 2013 the amount paid was capitalised as an Intangible Fixed Asset. It is being amortised to the Statement of Financial Activities over the period of the agreement of 35 years, from the commencement of services in January 2010.

10. Shares

	2017 €	2016 €
The Care Trust Shares	<u>65</u>	<u>65</u>

11. Stocks

	2017 €	2016 €
Wheelchair materials and sundry stock	<u>46,510</u>	<u>44,466</u>

There are no material differences between the replacement cost of stock and the balance sheet amount.

12 (a). Receivables

	2017 €	2016 €
Patients' fees and appliances	28,723	9,791
Other debtors	96,515	-
Prepayments	<u>43,210</u>	<u>70,626</u>
	<u>168,448</u>	<u>80,417</u>

12 (b). Grants Receivable

	2017 €	2016 €
HSE CHO 9 (Dublin Northeast)	1,556,098	1,425,682
HSE CHO 9 (Transition Programme)	74,407	33,555
Dublin City Council School Meals Grant	4,018	2,050
Department of Education School Grants	13,985	14,471
Friends & Supporters of the Central Remedial Clinic Limited	-	98,380
CDET B	<u>25,886</u>	<u>-</u>
	<u>1,674,394</u>	<u>1,574,138</u>

13. Cash & Cash Equivalents

	2017 €	2016 €
Short term investments : Prize bonds	800	800
Short term investments	6,122,547	6,119,986
Bank balances	8,933,513	9,523,367
Petty cash	<u>1,580</u>	<u>1,226</u>
	<u>15,058,440</u>	<u>15,645,379</u>

14. Payables

Amounts falling due within one year

	2017 €	2016 €
Accruals	1,305,606	889,004
Accruals (related to IPT pension scheme in wind-up)	399,482	398,000
Other creditors	569,314	275,155
Deferred Grant Income (14a)	393,836	360,822
Tax Creditor (14b)	518,639	346,326
Pension levy deductions	-	5,504
	<u>3,186,877</u>	<u>2,274,811</u>

Included within Accruals is an amount for Annual Leave of €16,188 (2016: €43,652).

The terms of accruals are based on the underlying contracts.

Tax and Social Insurance accruals are subject to the terms of the relevant legislation.

Other amounts included in Payables are unsecured, interest free and repayable on demand.

14(a). Deferred Grant Income

	2017 €	2016 €
Department of Education School Grants	315,836	360,822
HSE CHO 9 (Clongriffin Hub)	<u>78,000</u>	-
	<u>393,836</u>	<u>360,822</u>

Department of Education grants are deferred as they relate to the school year ended 31 August 2018.

No formal lease arrangements had been entered into on Clongriffin premises at year end..

14(b). Tax Creditors

	2017 €	2016 €
Payroll Taxes (PAYE, PRSI, etc)	326,808	328,891
VAT	177,152	9,104
Professional Services Withholding Tax	<u>14,679</u>	<u>8,331</u>
	<u>518,639</u>	<u>346,326</u>

15. Movement in Funds

	At start of financial year	Incoming Resource	Outgoing Resource	Transfers between funds	Pension Surplus/ Deficit	At end of financial year
	2017 €	2017 €	2017 €	2017 €	2017 €	2017 €
Restricted Funds	14,280,867	19,335,390	(19,029,974)	(1,235,184)	-	13,351,099
Unrestricted Funds	6,678,122	1,184,494	(1,716,331)	1,235,184	-	7,381,469
Total	20,958,989	20,519,884	(20,746,305)			20,732,568

In respect of the prior
financial year

	At start of financial year	Incoming Resource	Outgoing Resource	Transfers between funds	Pension Surplus/ Deficit	At end of financial year
	2016 €	2016 €	2016 €	2016 €	2016 €	2016 €
Restricted Funds	266,340	32,388,458	(18,373,931)	-	-	14,280,867
Unrestricted Funds	1,250,635	1,402,894	(1,423,407)	-	5,448,000	6,678,122
Total	1,516,975	33,791,352	(19,797,338)	-	5,448,000	20,958,989

Funds are held with the intention of continuing with an ambitious schedule of capital development over the remainder of the Strategic Plan Towards 2021

16. Restricted Funds

An analysis of Restricted Funds at the end of the financial period is outlined below:

	2017 €	2016 €
HSE Grant Funding	717,016	466,347
Restricted Donation from Friends & Supporters of the Central Remedial Clinic Limited	12,540,388	13,775,566
Restricted Funds for Research Purposes	32,517	38,954
Restricted Funds – Other Fundraised Income	61,178	-
	-	-
Total Restricted Funds	13,351,099	14,280,867

17. Capital Grants

	2017	2016
	€	€
Capital grant balances at start of the year	7,680,892	8,214,183
Capital grants received	586,000	-
Amortisation of capital grants	<u>(556,729)</u>	<u>(533,291)</u>
Net movement on capital grants	<u>29,271</u>	<u>(533,291)</u>
Capital grant balances at end of the year	<u>7,710,163</u>	<u>7,680,892</u>

The Capital Grants received in 2017 were from the HSE, for the purpose of Capital Development projects, specifically the Coolock site (€500,000) and the Clontarf site (€86,000). The HSE intend on placing a lien on these sites to the value of monies received in 2017, plus any additional amounts to be received in 2018. This proposed lien is still awaiting final confirmation at present.

18. Net Movement in Funds

	2017	2016
	€	€
Net movement in funds is stated after charging / (crediting):		
Depreciation of tangible fixed assets & amortisation	1,277,709	1,254,249
Amortisation of capital grants	<u>(556,729)</u>	<u>(533,291)</u>
Loss on disposal of tangible fixed assets	-	12,098
Auditors' remuneration – external audit services (inc VAT)	<u>21,300</u>	<u>20,295</u>

As explained in Note 7, members of the board of directors do not receive remuneration for their services as directors.

19. Taxation

No charge to taxation arises as the company has been granted charitable exemption (CHY 4998) by the Revenue Commissioners under Section 207 Tax Consolidation Act 1997. While the charity does not incur corporation tax it does remit significant payroll taxes and incurs significant costs in irrecoverable VAT.

20. Pensions

The Charity operated a defined benefit scheme in 2016, and as detailed in Note 1 (s) the CRC has access to the VHSS and the SPSPS public plans.

a) Defined Benefit Pension Scheme

The Central Remedial Clinic operated a funded defined benefit pension scheme. The Central Remedial Clinic communicated to the Trustees of the scheme that the company was ceasing contributions to the scheme on 18th May 2016 and this triggered a wind-up of the scheme on that date.

At the date of wind-up 44 CRC staff members were active members of the scheme. Included in accruals at Note 14 Payables of €399,482 have been accrued for pension wind-up costs and related costs. With the exception of the wind-up and related costs of €399,482, the CRC made no further contributions to the scheme after the wind-up date. As such, the CRC had no liability in relation to the pension scheme post wind-up, and this is reflected in the net liability at 31 December 2016 and 31 December 2017.

The assets of the scheme are vested in independent trustees for the benefit of the employees. All of the scheme assets have now been paid out to provide pension benefits to scheme members.

Employer contributions to the scheme are charged to the Statement of financial activities as they are incurred. The cost of employer pension contributions in 2017 was Nil (2016: €812k).

	2017	2016
	€	€
Fair value of scheme assets	Nil	Nil
Present value of funded obligations	Nil	Nil
Deficit in scheme	Nil	Nil
Net liability	Nil	Nil

The amounts recognised in the profit and loss account are as follows;

	2017	2016
	€	€
Interest on pension scheme liabilities	Nil	117,000
Current service cost	Nil	265,000
Admin expense and/or other taxes	Nil	45,000
	Nil	427,000

The amounts recognised in the Statement of Comprehensive Income:

	2017	2016
	€	€
Gain on settlements	Nil	(11,756,000)
Effect of changes in assumptions	Nil	5,886,000
Effect of experience adjustment	Nil	30,000
(Return) on reimbursement rights (excluding interest)	Nil	392,000
Actuarial (gain) recognised in Other Comprehensive Income	Nil	(5,448,000)
Actual (return) on scheme assets	Nil	(5,448,000)

The cumulative actuarial gain recognised in the statement of total recognised gains and losses in the financial year ended 31 December 2017 is Nil (2016: €5,448k).

20. Pensions- continued

Movements in the present value of the defined benefit obligation were as follows:

	2017	2016
	€	€
Opening defined benefit obligation	-	(35,032,000)
Gain on settlements	-	11,756,000
Settlement payments from plans assets	-	29,399,000
Change arising from employee service	-	(265,000)
Benefit payments from plan assets	-	563,000
Participant contributions	-	(72,000)
Insurance premiums for risk benefits	-	-
Effect of changes in assumptions	-	(5,886,000)
Effect of experience adjustment	-	(30,000)
Interest expense	-	(433,000)
	<hr/>	<hr/>
Closing defined benefit obligation	-	-

Changes in the fair value of scheme assets were as follows:

	2017	2016
	€	€
Opening fair value of scheme assets	-	29,426,000
Settlement payments from plan assets	-	(29,399,000)
Interest income	-	316,000
Employer contribution	-	585,000
Participant contribution	-	72,000
Benefit payments from plan assets	-	(563,000)
Administrative expenses	-	(45,000)
Insurance premiums for risk benefits	-	-
Return on plan assets	-	(392,000)
	<hr/>	<hr/>
Closing fair value of scheme assets	-	-

	2017	2016
		at wind up date
Equities	N/A	48.8%
Bonds	N/A	40.8%
Property	N/A	0.1%
Mature Deferred Annuities	N/A	2.1%
Other	N/A	8.2%
	<hr/>	<hr/>
	N/A	100%

Scheme assets do not include any amounts invested in the Charity's own financial instruments or any amounts invested in property occupied by the Charity.

The major assumptions used by the actuary were as follows:

	2017	2016
		at wind up date
Discount rate	N/A	1.80%
Inflation	N/A	1.75%
Future salary increases Frozen till 2017 and thereafter:	N/A	2.00%
Pension Increases	N/A	1.75%

21. Commitments

(a) Capital Commitments

At 31 December 2017, the company had entered into commitments of €722,177 in relation to capital work to be carried out during 2018.

(b) Operating Lease Commitments

At 31 December 2017, the company had no annual commitments under operating leases.

22. Related Parties

The Care Trust DAC

Since March 2016 the Company has owned 50% of the issued share capital of The Care Trust DAC, a company set up to operate pools and lotteries for charitable purposes for the benefit of the Company, Rehab and the Mater Hospital. With effect from 1 September 2014 the share of these lottery proceeds attributable to the Company have been paid directly to the Company by The Care Trust DAC. These amounted to €1,057,500 during 2017 (2016: €1,109,638).

The Company has the power to appoint 50% of the Directors of The Care Trust DAC, and there are common Directors between the Company and The Care Trust DAC.

Friends and Supporters of the Central Remedial Clinic Limited

Related parties include Friends and Supporters of the Central Remedial Clinic Limited ('F&S'), a company with which the Company had, in 2016, a common member and Director.

During 2016, F&S transferred assets totalling €13,677,186 to the Company. These assets were made up of the following;

50% issued share capital of The Care Trust Limited	€65
Cash at bank	€7,557,135
Financial Investments	€6,119,986
Total	€13,677,186

The final amount paid to the CRC by F&S in 2017 was €98,380, which represented the balance of the assets of F&S after discharging all costs including liquidators' fees.

A liquidator of F&S was appointed on 30 November 2016 at a Members Voluntary Liquidation meeting. At the year-end F&S held residual assets which were to be transferred to the CRC on the completion of the liquidation process. The Companies Registration Office records F&S as being dissolved from an effective date of 22nd August 2017.

Central Remedial Clinic Research Trust

On 16 December 2016 the Company resolved to cease funding the Central Remedial Clinic Research Trust. On 21 December 2016 the Trustees of the Central Remedial Clinic Research Trust resolved to wind-up the Trust and to transfer the funds and activities of the Trust to the Company. The residual funds of €10,778 were transferred on this date, and this amount is restricted funding for the Company as it must be used for research purposes.

Key Management

Key management disclosure is contained in Note 6(d).

23. Contingent Liabilities

As disclosed in the Directors' Report, on 2nd March 2018 the CRC provided a letter of support in which it agreed equally with the Rehab Group to provide adequate funds to The Care Trust DAC to meet limited liabilities of that company as they fall due.

The CRC is a joint guarantor together with The Rehab Group on a lease relating to the offices of The Care Trust DAC. The lease expires in December 2019.

24. Financial Instruments

	2017	2016
	€	€
Financial Assets		
Financial assets measured at amortised cost	<u>16,858,072</u>	<u>17,229,308</u>
Financial Liabilities		
Financial Liabilities measured at amortised cost	<u>569,314</u>	<u>275,155</u>

Financial assets measured at amortised cost comprise cash at bank and in hand, fees, grants receivable and other debtors. Financial liabilities measured at amortised cost comprise of other creditors.

25. Post Balance Sheet Events

There were no material Post Balance Sheet Events.

26. Approval of Signing of the Financial Statements

The financial statements were approved by the Directors on 8 June 2018.

Administration Information

REGISTERED OFFICE	Penny Ansley Memorial Building, Vernon Avenue, Clontarf, Dublin 3.
COMPANY REGISTERED NUMBER	14880
CHARITY NUMBER	CHY4998
CHARITIES REGULATORY AUTHORITY NUMBER	20006938
PRINCIPAL BANKERS	AIB Bank, 53/54 Main Street, Finglas, Dublin 11.
PRINCIPAL SOLICITORS	Mason Hayes & Curran, South Bank House, Barrow Street, Dublin 4.
AUDITORS	BDO Statutory Audit Firm Beaux Lane House, Mercer Street lower Dublin 2

We would like to acknowledge the work and efforts of the following people who assisted in the production of this year's annual report: Michael Wickham Moriarty, Head of Finance, Yvonne Donohoe, Interim Head of Finance, Michelle Merrigan, Communications Manager, Thérèse Allen, Company Secretary and as always the children, families and adults who shared their unique stories with us and help make this report a more meaningful and enriched publication.

Isabella's Story



Isabella White, 6

Our princess Isabella arrived in September 2011 at 31 weeks following a stress free pregnancy. She came into the world a fighter and determined to make her own way from day one.

We spent many long weeks with multiple scares in the NICU in Holles Street before bringing her home.

After months of missing developmental targets, we pushed both publically and privately to get her assessed. Eventually after kicking up a stink and making people listen we finally received the diagnosis that shook our lives. Our first child, the happiest baby that you could ever meet had Cerebral Palsy.

We were referred to the CRC for the treatment. Before arriving we were filled with fear, dread and apprehension as this was the last stop. We were aware that this was a place full of sick children and were apprehensive of the despair that we may be surrounded by. We were unsure of the process and the experience that we as parents and our precious daughter would face.

When we arrived at the front door on the first day we were welcomed with a big warm smile by the receptionist and we soon realised it was nothing like we expected. Our fears were relieved and replaced with acceptance and joy knowing that this was the best place for Isabella. Everyone we met from that day on was so helpful and welcoming.

Isabella attends the CRC for physiotherapy, occupational therapy, speech and language therapy and different group therapies like eating and swimming. Recently she attended bereavement counselling services. Isabella

regards all of the people she attends with her best friends. The CRC also provided us - as parents of a child with extra needs - with courses in parenting and coping.

Due to the persistence and determination of Isabella she has thrived with the help of her multiple therapists. She has moved from strength to strength and faced all of her barriers and obstacles with her big warm smile.

Recently Isabella has become a big sister to Joshua. Her caring nature and the skills she has learnt in the CRC have really shone through. The CRC is a safe place of acceptance. It is a place for families and the new family room is an excellent addition for parents and children.

Isabella loves attending the CRC but more importantly we love attending the CRC. The CRC is a huge and important part of our lives. It is a safe place of acceptance that is full of smiles and laughter. Isabella has taught us as parents so much and we are truly privileged to have her as a daughter and the CRC as part of our lives.

We would like to thank all of the staff and Isabella's best friends for all of their help and encouragement along the way and helping us shape our beautiful daughter into the most amazing and lovable person that you could ever meet.

Stephen and Kiera White

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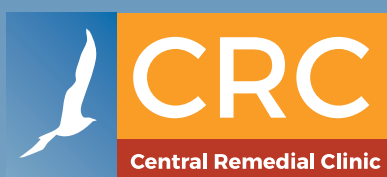
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